

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

185 Madison Avenue, New York City

VOL. CLI, No. 7

NEW YORK, MAY 15, 1930

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"COSTUME BY



COMPLEXION BY

armand"



SINCE waistlines and hemlines shifted their positions with such alacrity some months ago, change has been rife all through the feminine realm. Good merchandisers, we believe, always see in such situations new opportunities for selling. • Complexions being closely allied to clothes, in enhancing woman's appearance, our suggestion to Armand that they show women why today's simple, natural fashions demand simple, "natural" make-up was logical. Happily the tie-up could be effected with complete sincerity since Armand Cold Cream Powder, by its richer, closer consistency, tones the skin to a creamy tint at once both flattering and fashionable. • So, "The new clothes demand the new complexion" becomes the theme song of Armand 1930 advertising. And to give it the authoritative fashion-background, the campaign is illustrated with imported gowns from the great Fifth Avenue houses. Armand products, by this association, assume not only a place in the style-world, but retain with renewed prestige their position of importance on the toilet goods counters of forty thousand retail stores.

N. W. AYER & SON, INCORPORATED
ADVERTISING HEADQUARTERS
WASHINGTON SQUARE, PHILADELPHIA

New York Boston Chicago San Francisco Detroit London



"PLANTS" in AGROPOLIS *are running full time*

YOU won't find groups of out-of-work men in AGROPOLIS.

AGROPOLIS men—women, too—are employed . . . and How! Twenty-five million people from 6,000,000 prosperous farms park their cars outside its stores and spend real money inside. That's the place to sell your goods now—and always. But the time to sell these industrious AGROPOLIS folks is before they make up their shopping lists—

at home, where they make up their minds. Folks in AGROPOLIS have time to read, and do—for both pleasure and profit. They have faith in advertising and act upon it.

Nearly every other person that enters AGROPOLIS stores is a reader of the Standard Farm Papers—the "newspapers" for AGROPOLIS folks. Use them to sell these 2,000,000 farm families what you make and they want.

*Your sales problem is national—but your dealer's is always local—
The Standard Farm Papers meet both!*

Wallaces' Farmer and Iowa Homestead
Prairie Farmer
The Farmer-Farm, Stock & Home,
St. Paul
The Nebraska Farmer

The Progressive Farmer
Hoard's Dairyman
Breeder's Gazette
The American Agriculturist

The STANDARD FARM PAPER UNIT *One order—one billing*

NEW YORK—Wallace C. Richardson, Inc., Eastern Managers, 250 Park Avenue
CHICAGO—C. L. Burlingham, Western Manager, 400 West Madison Street
SAN FRANCISCO—1112 Hearst Building

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PRINTERS' INK 17

Registered U. S. Patent Office

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VOL. CLI

NEW YORK, MAY 15, 1930

No. 7

How Did National Advertisers Fare During the First Quarter?

Indications Are That the Worst Is Over—and It Wasn't Nearly so Bad as Expected

By Andrew M. Howe

MANY and wild were the predictions last fall when business started to slump and the stock market crashed. The calamity howlers made dire prophecies, the forecasters painted dark pictures of the days to come. The year 1930 seemed destined to be a prolonged black Friday.

On the other side of the fence were the professional optimists, those who saw no evil, heard no evil and spoke no evil. They predicted better times in 1930; some even pictured it as a boom year. But many of these business Pollyannas were insincere—they spoke words of cheer for the good of the country's morale, believing or hoping that business is what we make it. Think good times and we shall have them.

Who was right? Both and neither, of course. We have had, and are still having, a depression; our industrial prosperity has been seriously affected. But conditions are by no means as serious as those who looked ahead with unprejudiced eyes had expected. True, there have been more clouds than sunshine, but our best economists and forecasters are almost all now proclaiming that the worst is over.

The first quarter statements probably present the business situation at its worst. It would seem wise, therefore, to study carefully these statements, individually and collectively by industries, as we chart our course through calmer

waters during the rest of this year. It should be particularly interesting to find out how national advertisers are faring; so let us consider their individual profits first.

It is these companies in which PRINTERS' INK readers are naturally most interested. Believing that there would be general interest in the exact first quarter earning figures of some of our national advertisers, PRINTERS' INK has compiled the following table of net profits after all charges, including taxes, but before dividends, from the published reports of 80 companies. For the sake of comparison, the profits for both 1928 and 1929 are also given.

Before drawing any conclusions from these comparative figures, it must be borne in mind that each company presents a different picture. There are many circumstances and conditions to be taken into consideration which would explain many of the increases as well as the decreases. These are figures for one quarter only; the figures for the entire year undoubtedly will tell another story in a number of instances.

The figures are presented here merely as a matter of interest, as an indication of how some of our national advertisers weathered the storm during the first three months of 1930. When the 1928 figures are used as a comparison, it will be noticed that things aren't so black as they seemed.

The first quarter reports, so we were told early this year when the outlook was darkest, will tell the story. Well, here's the story as

told by profits of 80 national advertisers now available (profits by industries are discussed later in this article):

First Quarter Net Profits

Company	1928	1929	1930
Airway Electric Appliance Company.....	\$313,000	\$420,000	\$286,000
Allis-Chalmers Mfg. Company.....	676,000	1,013,000	1,171,000
American Chicle Company.....	285,000	467,000	475,000
American Maize-Products Company.....		*552,000	*402,000
American Safety Razor Corp.....	283,000	259,000	269,000
American Writing Paper Company.....	69,000	72,000	127,000
Art Metal Construction Company.....	173,000	186,000	158,000
AutoStrop Safety Razor Company.....	159,000	200,000	280,000
Associated Oil Company.....	1,717,000	1,083,000	1,740,000
Barnsdall Corp.....	389,000	1,888,000	1,350,000
Bayuk Cigars, Inc.....	199,000	135,000	143,000
Beech-Nut Packing Company.....	745,000	*654,000	*614,000
Bohn Aluminum & Brass Corp.....	818,000	1,020,000	395,000
Briggs & Stratton Corp.....	140,000	342,000	301,000
A. M. Byers Company.....	335,000	411,000	332,000
Canada Dry Ginger Ale, Inc.....	589,000	592,000	448,000
Caterpillar Tractor Company.....	1,481,000	2,197,000	3,366,000
Certain-teed Products Corp.....	3,000	D\$584,000	D\$550,000
Chrysler Corporation.....	6,684,000	8,838,000	181,000
Coca-Cola Company.....	2,228,000	*2,555,000	*2,849,000
Colonial Beacon Oil Company.....	D409,000	140,000	D*857,000
Congress Cigar Company.....	422,000	461,000	267,000
Consolidated Cigar Corp.....	686,000	668,000	497,000
Continental Baking Corporation.....	†977,000	†1,837,000	†1,169,000
Corn Products Refining Company.....	2,715,000	3,435,000	3,152,000
Cream of Wheat Company.....	E425,000	480,000	531,000
Durham Hosiery Mills.....			51,000
E. I. du Pont de Nemours & Company.....	21,514,000	25,240,000	17,348,000
Electric Auto-Lite Company.....	*1,202,000	*3,399,000	*1,931,000
Gabriel Snubber Mfg. Company.....	91,000	D27,000	D57,000
General Cigar Company.....	394,000	705,000	614,000
General Electric Company.....	11,905,000	14,506,000	15,043,000
General Foods Corp.....	3,910,000	5,168,000	P5,986,000
General Motors Corporation.....	67,567,000	60,318,000	44,969,000
Gillette Safety Razor Company.....	4,434,000	4,531,000	2,164,000
Heywood-Wakefield Company.....	D122,000	14,000	D95,000
Houdeille-Hershey Corp.....		553,000	80,000
Hudson Motor Car Company.....	4,207,000	4,568,000	2,317,000
Hupp Motor Car Corporation.....	1,616,000	1,502,000	67,000
International Business Machines Corp.....	1,237,000	1,591,000	1,798,000
International Cement Corporation.....	1,068,000	1,018,000	841,000
International Silver Company.....	236,000	269,000	168,000
Johns-Manville Corporation.....	773,000	1,106,000	742,000
Kelvinator Corp.....	4,000	273,000	884,000
Lambert Company.....	1,709,000	2,326,000	2,068,000
Lily-Tulip Cup Corp.....		93,000	147,000
Liquid Carbonic Corp.....		283,000	291,000
Maytag Company.....		1,321,000	392,000
Nash Motors Co.....	X2,604,000	X4,119,000	X1,783,000
National Biscuit Company.....	3,795,000	4,709,000	4,666,000
National Cash Register Company.....	1,487,000	1,820,000	912,000
Outboard Motors Corp.....		41,000	58,000
Packard Motor Car Company.....	4,607,000	7,114,000	2,654,000
Paramount Publix Corp.....	2,264,000	2,565,000	P4,800,000
Peerless Motor Car Company.....	D194,000	24,000	93,000
Penick & Ford, Ltd., Inc.....	*311,000	*594,000	*656,000
Phillips Petroleum Company.....	*3,105,000	*3,613,000	*4,329,000
Pierce Arrow Motor Car Company.....	D360,000	449,000	461,000
Radio-Keith-Orpheum.....		608,000	1,816,000
Raybestos-Manhattan, Inc.....		913,000	451,000
Reo Motor Car Company.....	D86,000	538,000	D175,000
Royal Typewriter Company.....		455,000	428,000
Scott Paper Company.....	E189,000	220,000	283,000
Seaman Brothers, Inc.....	157,000	203,000	131,000
Skelly Oil Company.....	69,000	1,170,000	548,000
Standard Brands, Inc.....			3,473,000

DISTINGUISHED ARTISTS

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GRAHA
J. PAU

DISTINGUISHED ARTISTS**• • • • • MAKE A
MAGAZINE OF
DISTINCTION •****KARL GODWIN**

Famous painter of interesting characters in out of the way corners of the earth. Mr. Godwin has painted 8 magnificent covers for the NEW Christian Herald.

WILLIAM MAC RAE GILLIES

This brilliant young illustrator from the West illustrates many of the western short stories and serials appearing in the NEW Christian Herald.

DEAN CORNWELL

An artist of international reputation whose paintings for the books "The Man of Galilee" and "The City of the Great King" are appearing in the NEW Christian Herald.

FRANKLIN BOOTH

His spiritual painting of the interior of a church on Easter Sunday is one of the finest covers that has appeared in the series of fine covers now being used on the NEW Christian Herald.

H. M. BONNELL

This young illustrator has struck a new note in religious paintings. His splendid paintings are reproduced in full colors on the covers of the NEW Christian Herald.

BERTRAM ZADIG

The most serious of the front rank modernists—his linoleum cuts are used as embellishments for many of the modern articles that distinguish the NEW Christian Herald.

CHARLES LIVINGSTON BULL

Mr. Bull's beautiful and sympathetic illustrations of animal life are featured in fiction and articles appearing in the NEW Christian Herald.

CHRISTIAN HERALD

GRAHAM PATTERSON - - - VICE-PRESIDENT

J. PAUL MAYNARD - - - ADV. MANAGER

May 15, 1930

Company	1928	1929	1930
Stewart-Warner Corporation	\$2,276,000	\$2,054,000	\$P\$656,000
Studebaker Corporation	—	5,034,000	1,492,000
Technicolor, Inc.	—	*102,000	677,000
Tide Water Oil Co.	743,000	861,000	651,000
Timken Roller Bearing Company	E3,432,000	4,264,000	3,107,000
Truscon Steel Company	100,000	226,000	118,000
Union Carbide & Carbon Corporation	6,004,000	7,204,000	6,473,000
United Fruit Company	4,650,000	3,700,000	3,800,000
Westinghouse Electric & Mfg. Co.	3,958,000	5,632,000	4,547,000
White Rock Mineral Springs Company	216,000	217,000	257,000
White Sewing Machine Company	301,000	D81,000	19,000
The Willys-Overland Company	1,648,000	2,028,000	136,000
Wm. Wrigley, Jr., Company	2,433,000	2,522,000	2,643,000
Yale & Towne Mfg. Company	573,000	574,000	130,000

*Before certain charges. D—Deficit. †15 weeks to April 13. E—Estimated.
 P—Preliminary. X—Quarter ended Feb. 28.

While these individual company profits are interesting, they are not so reliable as an index as the figures for the entire industries of which the companies are but a part. When grouped by industries the quarterly statements reveal that only a few lines of business have been unaffected by the recession. Earnings are off quite generally—but not so much as might have been expected.

The following tabulation of reports of 200 corporations engaged in a wide variety of different lines of business shows combined net profits for the first quarter of this year of \$293,333,000, as against \$362,851,000 in the corresponding period of 1929, representing a decline of approximately \$69,000,000

or 19 per cent. This table was compiled by The National City Bank of New York, and was published in its May Letter.

A count of the individual companies represented in this tabulation discloses that six out of ten had lower earnings in 1930 than in 1929, while only four out of ten were lower than in 1928.

It must be remembered, however, that the early part of 1929 witnessed the highest earnings ever recorded, surpassing even those of the war years, and that the earnings of 1928 would be more normal for purposes of comparison. That is why the 1928 figures are included in the table.

In the first quarter of 1928,
(Continued on page 155)

No.	Industry	1928	Net Profits (000's omitted)		Per Cent Change 1929-30
			1929	1930	
4	Amusements	\$ 5,192	\$ 7,115	\$ 10,910	+53.3
14	Automobiles	88,730	90,987	53,004	-41.7
20	Auto Accessories	14,033	21,413	11,643	-45.6
6	Baking	6,407	8,598	7,939	-11.8
4	Building Materials	2,239	3,331	2,202	-33.9
12	Chemicals	34,361	41,708	33,210	-20.4
5	Coal Mining	646	1,420	595	-58.1
6	Electrical Equipment	16,970	22,166	21,097	-4.8
15	Food Products—Misc.	20,841	22,931	24,323	+6.1
5	Household Supplies	817	1,306	1,623	+24.3
18	Iron and Steel	34,473	69,979	58,615	-16.2
12	Machinery	5,408	7,380	7,259	-1.6
2	Merchandising	3,077	3,331	2,861	-14.1
6	Mining, non-ferrous	1,981	3,320	2,278	-31.4
4	Office Equipment	4,104	5,467	4,142	-24.2
5	Paper Products	1,429	1,164	1,583	+36.0
16	Petroleum	14,562	22,729	21,712	-4.5
3	Printing and Pub.	5,852	6,641	7,512	+13.1
5	Railway Equipment	2,470	3,522	4,791	+36.0
3	Realty	2,002	2,709	2,367	-12.6
4	Restaurant Chains	1,312	1,540	1,553	+0.8
8	Textiles & Apparel	1,092	1,388	980	-29.4
2	Tobacco	621	596	410	-31.2
21	Miscellaneous	11,520	11,710	10,724	-8.4
200	Total	\$280,139	\$362,851	\$293,333	-19.2

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DARIUS GREEN AND HIS FLYING MACHINE



THIS is the twelfth model that Tad and Ted have built. If their calculations are right, it'll stay up 15 seconds longer than the last one. The spirit of the ancient verse about young Darius Green, who built a flying machine and pushed it off the barn roof, still carries on. With the wings of mankind growing apace, youth is all aflutter over learning how to fly.

The Airplane Model League of America, sponsored by THE AMERICAN BOY, is one of the high-spots in our campaign to give purpose and direction to youth's natural interest in aeronautics. Today the membership of the League numbers over 375,000 boys . . . building models, studying,

discussing, riding a hobby that leads them ever upward.

More than 700,000 man-sized, modern-minded youngsters read THE AMERICAN BOY. 85 per cent are of high-school age or older. The most naturally air-minded group of all. Forward-looking manufacturers of planes and equipment can hardly afford to ignore this educational opportunity. Whatever you make—biplanes or balloon tires, cereals or soap—go to youth in a straight line. Advertise in its favorite magazine. August forms close June 10th.

The YOUTH'S COMPANION combined with *American Boy* Founded 1827
Detroit Michigan

J. Walter Thompson Company

Through six strategically located offices in the United States and fifteen offices in other countries which cover Europe, North and South Africa, South America, India and Australia, we offer advertising agency service which has demonstrated its merit for many of the world's foremost advertisers, several of whom we have served for more than twenty years.

Total population served by these offices is 1,418,000,000



NEW YORK · *Graybar Building · 420 Lexington Avenue*

CHICAGO · *410 North Michigan Avenue*

BOSTON · *80 Boylston Street*

CINCINNATI · *Chamber of Commerce Building*

SAN FRANCISCO · *Russ Building*

LOS ANGELES · *Petroleum Securities Building*

*

MONTREAL · *Dominion Square Building*

*

LONDON · *Bush House, Aldwych, W. C. 2*

PARIS · *12 Boulevard de la Madeleine*

MADRID · *Plaza del Callao, 4*

STOCKHOLM · *Kungsgatan 39*

COPENHAGEN · *Axelborg*

BERLIN · *Unter Den Linden 39*

ANTWERP · *115 Avenue de France*

WARSAW · *Czackiego 17*

*

ALEXANDRIA · *27 Rue Cherif Pacha*

PORt ELIZABETH · *South Africa · Netherlands Bank Building*

*

BUENOS AIRES · *Argentina · 50 Calle San Martin*

SAO PAULO · *Brazil · Praça Ramos Azevedo 16*

*

BOMBAY · *Asian Building, Ballard Estate*

*

SYDNEY · *Australia · Asbestos House, 65 York Street*

*

LATIN-AMERICAN & FAR EASTERN DIVISION

New York Office

Why Do Art Directors Snootify Homely Products?

Believable Copy Looks Foolish Alongside Too Imaginative Illustrations

By Louis M. Cottin

BEFORE me lies a recent issue of a national periodical through which I have been looking for a type-picture to give to my artist as an example of the kind of illustration I'd like to have for an advertisement I've just polished off.

To be precise, I've been chasing a home scene. Sounds simple, doesn't it—a home scene—just that. With all the things manufacturers make for home use you'd expect a flock of home scenes in advertisements addressed to several million people.

Oh yes, I found homes. But they didn't suit my purpose. My advertisement was written to people who, in all likelihood, don't have maids and don't play golf (sounds unbelievable, but there are such people) and don't wear evening clothes at dinner. I wanted a boy in my picture without a Buster Brown collar. I wanted a man in shirtsleeves and a wife in an apron. Something that would convey the impression of homespun comfort—just some plain people . . . that's all I wanted.

Did I find anything like it? I did not. How these advertising artists do enrich the American people! There are no ordinary people if their pictures are to be believed. Everybody owns a dinner jacket—has a maid—eats from matched sets of silverware . . . ain't life grand?

Dine in the kitchen? Who ever heard of an advertising picture of people dining in a *kitchen*? Who ever dines in the kitchen? Answer: Only several million people. And what are several million people to an art director who knows how to put on the ritz when he buys artwork?

Indeed, I've heard often enough that a copy writer takes his job in his hands when he puts on dog. He must talk in plain, simple language so that all may understand

and recognize the product as their natural buy. But when the art director slips a million-dollar atmosphere around a five-cent doohickey, the theory of talking to people in their own language isn't even mentioned.

And yet if you told an art director that his picture didn't talk, he'd fly up and flay you with a T-square. Well, Mr. Art Director, if your pictures *do* talk why do not the "in their own language" theories hold true for you too?

The snob specialists will clamor loudly: "What, sell our atmosphere for a mess of porridge? What, show things as they actually are—young women bending over tubs—men sprawling in open-collared comfort—boys and girls dressed in clothes a bit soiled after a day's activity? Don't you know that we must make our audience think our product is used by the 400 whom they ape?"

"Hoopla," say I. "Show me a picture of a copy writer bending over a messy desk and I'll recognize myself—read all about me and probably register as expected."

Show Them as They Are

And in like manner—show the rank and file of our Americans eating as they eat when there's no company around—playing bridge as they do with their most intimate friends—walking and riding and living as they are accustomed to live and you'll hit them right between the eyes.

You art directors insist on having people in less than thousand dollar cars driving up to mansions that couldn't cost less than a million. You persist in making people with less than \$5,000 a year incomes do their stuff in surroundings that befit the \$15,000 a year artist.

Why? When things must have copy with mass buying appeal isn't

A New \$20,000,000 Payroll



30,000 men will be employed for the next six months (at an average wage of \$5 a day) building 1,000 miles of concrete highway in Iowa.

Iowa is again the first state in road paving construction this year.

Iowa doesn't know what unemployment is.

Business is O. K. in Iowa

**The Des Moines
Register and Tribune**

**240,000 Daily
200,000 Sunday**



There's Nothing Snooty About the People in This Minneapolis-Honeywell Regulator Company Illustration—They Are Every-Day, Typical Americans

the same appeal necessary in art? During the winter, our artists go off on a spree of skiing illustrations. In summer, no product picture seems complete without the golf motif. How many skiers are there and how many of our 120,000,000 play golf?

And don't blame it all on the client either. Where there are profits and greater returns in the offing, clients usually listen to reason. You art directors don't try hard enough—you, yourselves, like the smart background.

Give us a break, art directors. We copy writers have come off our high horses. We're writing simply, about simple things. You still spread sophisticated pictures around to decorate our homespun language. It's neither fair nor wise. When you're unbelievable our readers won't believe us. I dare one of you—in advertising a food product perhaps—to show us a picture of John in shirt sleeves—Mary in an apron serving and Junior in a waist open at the collar!

Of course, you won't be entirely original. The few notable exceptions to this effort to snootify homely products have already

marked up on sales charts the wisdom of their back to earth artwork. I actually did find—after looking through three women's publications—a picture of a woman using an ironing machine.

But, what's the use, when a few pages forward I ran into a picture of four women in dinner clothes admiring a vacuum cleaner?

Perhaps a copy writer has no business uttering dicta for art departments but, gentlemen, believable copy looks foolish beside impossible or too imaginative pictures—and we copy writers hate to look foolish.

Robert A. Johnston Advances Ralph Olmstead

Ralph Olmstead has been appointed advertising manager of the candy division of the Robert A. Johnston Company, Milwaukee; Johnston's biscuit and confections. Before joining the Johnston company two years ago, he was with Lord & Thomas and Logan at Chicago.

L. C. Smith & Corona Typewriters to J. Walter Thompson

L. C. Smith and Corona Typewriters, Inc., New York, has appointed the J. Walter Thompson Company to handle the advertising of L. C. Smith and Corona typewriters.

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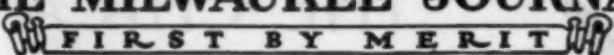
Thorough Trading Area Coverage Through One Newspaper!

Milwaukee Bank Checks Exceed 1929 Totals!

DEBITS to individual accounts at Milwaukee banks during the first four months of 1930 exceeded the total for the corresponding period in 1929 by 3.5%. April transactions exceeded those of April, 1929 by 8.4%!

This evidence of 1930 buying activity in Milwaukee becomes doubly attractive to advertisers in view of the decreases in bank debits in all other large cities in the 7th Federal Reserve District and in the District as a whole.

The exceptional stability of buying power in the Milwaukee-Wisconsin market assures exceptional returns for 1930 advertising dollars invested here. One paper coverage of more than four out of five Milwaukee homes further increases the results per advertising dollar invested in this market. Get all the facts!

THE MILWAUKEE JOURNAL
 **FIRST BY MERIT**

Read by More than Four out of Five Milwaukee Families!

May 15, 1930

OF SPECIAL
INTEREST TO
ADVERTISERS

For the six-month period ending March 31, 1930, The Daily News

gained 25,294 in average daily net paid circulation . . . more than twice the largest gain made by any other newspaper, daily or Sunday, in the same period.



THE CHICAGO DAILY NEWS
CHICAGO'S HOME NEWSPAPER

ADVERTISING
REPRESENTATIVES:

CHICAGO
Home Office
Daily News Plaza

NEW YORK
John B. Woodward, Inc.
110 E. 42d St.

Detroit
Joseph R. Schild
3-241 General Motor

SAN FRANCISCO
C. Goss
10 Cracker Box N.

Complete figures from the publishers' circulation statements and the Advertising Record Company will be furnished the advertiser on request.

AND

During the same six months The Daily News carried an even greater proportion of all advertising in Chicago newspapers than it did a year ago.

DAILY NEWS

NEWSPAPER

SAN FRANCISCO
C. Goo. Kregness
10 Crocker 1st Nat'l Bank Bldg.
TROY
R. Scollon
General Manager

ATLANTA
A. D. Grant
711-712 Glenn Bldg.

Member of The 100,000
Group of American Cities

ADVERTISING LEADERSHIP of America still goes to Detroit and The News

Lineage April, 1930

Detroit News	2,607,304
Chicago Tribune . . .	2,596,410
New York Times . .	2,484,409

*And In Detroit If You Use The
News Daily and Sunday You Reach
4 out of 5 English Speaking Homes*

The leadership of The Detroit News in advertising reflects the fundamental purchasing power of America's fourth market and its responsiveness to advertising. You can not choose a market that will reward you more richly for advertising effort than Detroit. By using The Detroit News, alone, you can cover Detroit thoroughly and econom-

ically. Concentrating your schedule in The News will enable you to get commanding attention in four out of five English speaking homes with resultant selling effectiveness. Not only does The News cover

Detroit more thoroughly than any other Detroit newspaper, but it also has the greatest circulation with the least duplication.

With 340,000
Weekday Circulation
The News Leads
Second Paper
by 66,000

The Detroit News

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This Plant Makes No Profit Until the Distributor Does

McElwain Turns Over Its Production to Thom McAn at Cost—Both Share in the Profits Made at Retail

An Interview by Charles G. Muller with
Ward Melville

President, Melville Shoe Corporation

"ONE of the miracles of modern merchandising," said W. T. Grant, chairman of the board of the W. T. Grant Company, some time ago, "is the extraordinary success of both distributor and manufacturer with a plan whereby the J. F. McElwain Company produces shoes which the Melville Shoe Corporation distributes under the Thom McAn brand name at a retail price of \$4 a pair. The manufacturer makes his goods with the most efficient methods and turns them over to the distributor at cost. Splendid net profits are apportioned between them.

"A few by-products of this arrangement are: (1) The manufacturer pays the highest wages of anyone in his line; (2) he has reduced the cost of operation between 10 and 15 per cent and he has the lowest cost of production per pair of shoes; (3) he has eliminated all peaks and valleys in his production schedules; (4) he has the choice of the best labor; (5) he knows every month the exact requirements of several months ahead, all guesswork being eliminated; (6) the manufacturer turns his merchandise investment somewhere between twenty and thirty times a year and his whole

capital approximately ten times. "This relationship between Melville and McElwain is so far in advance of the usual one of conflict between two branches of industry that it eliminates all necessity of considering competition. Their energies are all focused constructively on giving the utmost—with extraordinary success for both. And one of the glorious phases of the whole situation is that the men engaged in this co-operative effort are not ruled by fear. They are not afraid to tell the world exactly what they are doing, so that anyone who chooses may profit by their example. How can the old-fashioned type of merchandising, based on distributor and manufacturer in conflict, compete with such co-ordination?"

What is this unusual distributor-manufacturer relationship which Mr. Grant, a close student of merchandising, calls a "modern miracle"? Ward Melville, president of the Melville Shoe Corporation, the distributor in this instance, has outlined the situation for PRINTERS' INK, but before describing the plan it will be best to give a very brief survey of the Melville distribution set-up.

For forty years, this company has operated John Ward retail

HERE is a merchandising plan that probably stands alone in the business world of today. Under its terms, the manufacturer, the J. F. McElwain Company, sells its output at cost to the distributor, the Melville Shoe Corporation. The profit both enjoy comes out of the distribution end.

From the manufacturer's point of view, the plan has accomplished, among other things the following:

1. Enabled him to pay the highest wages in his field.
2. Established the lowest cost of production per pair of shoes.
3. Eliminated all production peaks and valleys.
4. Brought about a capital turnover of ten times annually.

shoe stores, now twelve in number. Later, twenty-nine Rival shoe stores came into existence. Today, this company also distributes Thom McAn \$4 shoes through 416 stores in 246 cities spread over thirty-seven States as far west as Denver, and a \$5 shoe for men and women through forty-four Traveler stores in high-speed locations as far south as Washington and as far west as Toledo and Cleveland.

Four factories supply the John Ward stores, two supply the Rival stores, three attend to the wants of the Traveler stores, and there are ten producers of Thom McAn shoes capable of turning out 20,000 pairs a day. These manufacturing plants operate through a warehouse in Worcester, Massachusetts, where a stock control system keeps the closest contact between distribution and production. The relations between these various retail stores and factories are essentially the same, but for purposes of this article those of the Thom McAn merchandising unit and the McElwain production unit will be stressed because they clearly illustrate the general situation.

"For many years," says Mr. Melville in leading up to present-day conditions, "we had observed that makers of good merchandise were not necessarily the best of distributors. And in only one instance, as far as we could determine in the shoe industry, had one individual been equally successful as retailer and manufacturer. The others invariably had missed out at one end of the combination. Either the distributing mind was not a practical production mind, or vice versa.

"We also had observed, from the most practical sort of experience, that almost any factory can be made much more efficient if production is steadily maintained. An efficient system of distribution, we believed, could maintain such steady production for any factory.

"Briefly, then, we proposed some years ago to J. Franklin McElwain that he start a factory which would be essentially a partner to

the retail distribution organization which we planned to create. The proposed retail distribution, we said, would in our opinion bring sales in such volume that factory production would be steady and most efficient. With such regular production, the factory would turn over its shoes to the distribution organization at cost. Then, when the sale to the consumer had been completed, net profits would be shared by distributor and factory in proportion. Under this plan, then, the factory would make no profit until the distributor had made one.

"But to get this synthetic arrangement into operation, we guaranteed Mr. McElwain a normal production profit for the first year. Whereupon Mr. McElwain obtained outside capital and erected his Manchester, New Hampshire, plant.

"We were determined, from our position as distributor, that reliable shoes could and should be sold for \$4, our aim being to help the factory, through large orders, to get its manufacturing costs down to proper limits so that we could distribute unusual merchandise at the proposed retail price. During the first year we paid as high as \$3.45 a pair for our \$4 retail shoes, but eventually this cost was reduced to a reasonable figure.

Distributor's Job Is To Sell

"In building up the distribution organization we carried out the thought that the distributor's job is to sell—not to manufacture. Accordingly, this half of the partnership had no control over the production half. The factory bought its own leather and otherwise ran the manufacturing as the men in charge determined. The aim of the distribution organization was to maintain production evenly through volume sales.

"The plan worked well. Volume distribution affected manufacturing as we had planned. Where hitherto a shoe factory constantly interrupted its flow to take care of special orders, our plant went along with no break. This meant

that the program kept apace with production. It also changing net production for pairs of economy.

"Such standard workers at least average a year, the factory having

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that the plant could lay out its program on a two-week basis that kept all men busy on a balanced production of unusual economy. It also meant that expense of changing over machines and of putting new models of shoes into production was eliminated. Factory foremen could handle 2,500 pairs of shoes a day—which is an economic high point.

"Such steady production of standard merchandise means that workers regularly receive wages at least 15 per cent higher than average over the course of the year, though actual labor cost to the factory per pair of shoes is lower than average. And the factory has had its selling cost practically eliminated.

"For under the arrangement we now have, the distributing organization guarantees the factory its cost of production in return for 85 per cent of output. That is, Thom McAn takes all but 15 per cent of the shoes which the McElwain plant manufactures, the factory being assured that its expenses will be paid whether the distributing company makes any profit or not. The remaining 15 per cent of shoes is sold through various independent outlets, and because the shoes are an attractive buy, the factory has practically no sales cost for this 15 per cent either. One man, on four trips a year, can sell this 15 per cent.

"It would seem as though the distributor were taking a big gamble in thus guaranteeing factory expenses. Actually that is not the case, for we have been able always to predict with close accuracy the sales of each succeeding year. Thus the circle works out in such a way that when we assure the factory of steady production, this steady production in turn assures us of high shoe value and large volume sales based on value at low price to the consumer.

"Carrying this a bit further, the manufacturer-distributor partnership is predicated on a budget that includes the profit. When the distributor has secured this profit over the factory cost of the shoes

he receives, he pays the manufacturer his proportionate share. And when the profit rises above the budget figure, the surplus goes back into either manufacture or distribution, so that each of these shall be made even more economically efficient."

So much for the general outline of the operation of this unusual co-operation. The thought comes up at this point that such co-ordination depends very largely on a rare mutual appreciation between manufacturer and distributor. It does. Mr. Melville makes this point very clear.

"The major difficulty," he explains, "in this age of volume distribution is that the manufacturer too often thinks of himself as the mainspring of modern merchandising. Actually, the retailer, being on the firing line where he can interpret the needs of the ultimate consumer, is the one who sets up the machinery and commands the factory. If you think this is not basically true, consider how the good account which gives the factory plenty of business and pays bills promptly gets the manufacturer's first attention—though manufacturers generally do not like to admit the fact.

Selling First—Manufacturing Second

"Now the key to the application of the Melville-McElwain method of doing business is an appreciation of the fundamental principle that selling comes before manufacturing. Literally that is what Ford and other outstanding business leaders have been doing—selling first and manufacturing second. Having assured themselves of volume sales, they have been able to turn out merchandise of good value for small manufacturing cost based on these anticipated sales. Too many producers are turning out merchandise first and then trying to sell it—which is doing the job backwards, because anyone can produce in quantities, it being especially easy to produce with the knowledge that the merchandise already is sold.

"The distribution organization

May 15, 1930

in this type of co-ordination does not operate under costs less than those of independents, for chain operation is expensive. But because the chain retail organization is widespread, because it is in close touch with consumer needs, and because it is able to give the factory large orders for standard goods—it enables the manufacturer to effect the economies that actually create the profit for both halves of the partnership.

"In other words, the manufacturer is an essential factor in the equation inasmuch as without him the distributor could get nowhere. But the distributor is the active, vital factor in the equation, providing those sales which are necessary in order that manufacturing economies may be effected. When the distributor provides such sales, he puts the producer in a position to make the actual profits which come out of the entire operation. Efficiency in production economies is the first key. The second key is distribution. The third is a true appreciation of mutual dependence.

Not a Return to the Factory Age

"At first glance, this method of producing and distributing might seem like a return to the simpler merchandising of a past generation—a return to fundamentals of more emphasis on production and less on selling—a return to the factory age. But that is not the fact. The truth of the situation is that selling under this plan assumes an importance which the manufacturer must appreciate. Without such modern selling, he cannot function. Producer and distributor must work together for mutual benefit."

That Mr. Melville's plan is no mere theory is shown by the growth of the Thom McAn stores and by the fact that the merchandise which the distributor's factories turn over at cost on the plan of sharing the profit has had an ever increasing sale.

"Resales of Thom McAn shoes in some stores run as high as 80 per cent," says Mr. Melville. "This very high return of old

customers is attributable primarily to the exceptional merchandise values we are able to offer through our method of doing business. Basic economics, short profit, sales through clean, attractive, efficiently operated stores with distinctive fronts and sound window displays in strategic locations—these, plus close attention to requirements of our consumers, are the fundamentals of the distribution which is the important factor in our merchandising scheme.

"The advertising we do for our 520 stores aims essentially to continue the sales growth which the merchandise itself has started. Such advertising is predicated on a cost-per-shoe basis, our first campaign assuming an arbitrary figure. This was followed by a newspaper campaign in seventy cities, space ranging from one column six-inch advertisements to 1,000 lines, on four schedules running from once a week to five times a week.

"In 1930 we expect to advertise in every city where we have an outlet."

As W. T. Grant sums up the manufacturer-distributor plan of McElwain and Melville, "such an arrangement is for gentlemen in business. It will not work with fear and suspicion and all the other traditions and prejudices of the old industrial school which has been working under the great misapprehension that prosperity is limited and that business must be taken away from others in order that each may have a share."

"Altogether too much attention has been paid to competition and not enough to the real needs of the consumer. Today we are on the threshold of a new prosperity based upon the principle that there is an unlimited opportunity for business improvement through such industrial co-ordination as that of Melville and McElwain."

Paul Block Appointments

E. A. Phelps, formerly with the Boston office of Paul Block, Inc., has been transferred to the New York office. H. H. Lozier, formerly with the Chicago Tribune, has been added to the staff of the New York office.

We agree with Mr. Collins



KENNETH COLLINS

Executive Vice-President
and Publicity Director
of R. H. Macy & Co.

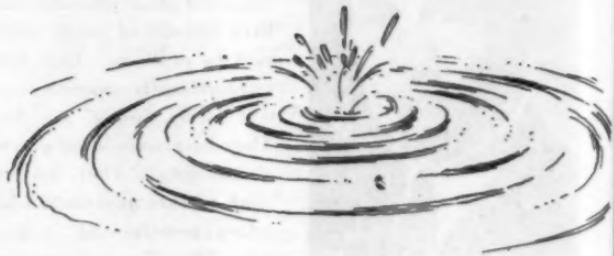
*This is an excerpt from
an address delivered by
Mr. Collins before the
Buffalo Retail Institute.*

"COMPARE the newspapers of 25 years ago with the newspapers of today. They have added pages of interest to women. They have improved their editorial columns. They have introduced comic sections that appeal to millions. They have supported extraordinarily expensive sporting pages that rarely directly pay for themselves. They have introduced a generous use of photography. They have followed the stock market quotations with such painstaking accuracy that it amazes the layman. They give you the world's news almost the moment it happens. Their columns carry information about scientific inventions, about books, about music, about radios, about all manner of subjects that would have been taboo 20 to 25 years ago. Today the name "newspaper" is a misnomer. The great metropolitan dailies are, in reality, magazines with news value added. There is not a man, or a woman, or a child in America who can read, for whom some newspaper has not a vivid appeal."

NEW YORK EVENING JOURNAL

REPRESENTED NATIONALLY BY THE
RODNEY E. BOONE ORGANIZATION

EXPERIENCE



Like the ever broadening ripples of the stone cast in a pool — the Boone Man's experience grows and spreads in a constantly broadening circle.

Each bit of market research made for him by trained investigators in ten great cities — the knowledge gained from

NEWSPAPER ADVERTISING BA

each campaign merchandised by any of the sixteen papers he represents, makes him a more valuable man for you to know—and of course a more interesting person with whom to consult.

CALL THE BOONE MAN



RODNEY E. BOONE ORGANIZATION

CHICAGO
Hearst Bldg.

NEW YORK CITY
International Magazine Bldg.
57th Street at 8th Avenue

DETROIT

General Motors Bldg.

BOSTON
5 Winthrop Square

New York Journal
Boston American
Albany Times-Union
Rochester Journal
Syracuse Journal

PHILADELPHIA
Fidelity Philadelphia Trust Bldg.

Evening

ROCHESTER, N. Y.
Temple Bldg.

Chicago American
Detroit Times
Baltimore News
Washington Times
Wisconsin News (Milwaukee)

Boston Advertiser
Albany Times-Union
Rochester American

Sunday

Detroit Times
Baltimore American
Syracuse American

N BASED ON SERVICE

**And again
in April
the Detroit Times
was the
only Detroit
newspaper to
show an
increase in
national lineage
(Media Records)
—additional confirmation
that you
need the
Times
to cover the
automotive center**

"THE TREND IS TO THE TIMES"

Represented nationally by the RODNEY E. BOONE ORGANIZATION

Business Improving Say Members of Advertisers' Association

How Aggressive and Scientifically Applied Sales Effort Pays, Is Told at Convention

THE members of the Association of National Advertisers at their semi-annual convention at French Lick, Ind., last week, took stock, figuratively speaking, and decided that business—at least among those companies comprising the Association—is showing a steady and rather unexpected improvement. This was ascribed, in large measure, to the aggressiveness, consistency and accuracy with which merchandising programs have been carried out by those who flatly refused to permit "conditions" to scare them.

It was not surprising, therefore, that the Association should predict, as it did, much profitable activity in advertising for the remainder of this year—and that there should be, as there was, a disposition to talk business problems over in the most intimate way and to co-operate to the end that advertising might have an unimpeded chance this year to do its real work.

Bernard Lichtenberg, vice-president of the Alexander Hamilton Institute and president of the Association, asked the members this question: "Is your business better or worse than in 1929?" and called for a show of hands. Seventy-nine members, including some of the country's most important advertisers, "voted" in response to his query. Of these, twenty-nine said their business was decidedly better than last year, while thirty-four reported sales as somewhat behind the 1929 figure. Eleven said conditions were "about the same" as in 1929.

And then Miller Munson, advertising manager of the Hoover Company, Chicago, asked for a vote on the following: "Is your March and April business for this year, compared with that of January and February, in a more favorable position than a similar comparison showed last year?"

Thirty-seven members replied affirmatively, thus establishing two things: that there is a steady upward trend in business as a whole and that, contrary to popular understanding, instances of passing the 1929 peak figure—the year that was widely, if mistakenly, heralded as a new economic era with the sky the limit—are by no means uncommon.

The obtaining of these interesting and significant figures came to Mr. Lichtenberg as an afterthought brought about by the reception of statements in his inaugural speech as president and by an address on "The Business Outlook," by David Lawrence, president of the *United States Daily*. These two addresses seemed to set the keynote for the gathering—a keynote all the more forceful because it came more or less spontaneously.

"In some respects," Mr. Lichtenberg said, "1930 will probably be the most critical year in this Association's history and it will have greater opportunities for usefulness to American business than ever before. I say this because of my conviction that advertising is going to have to put up the fight of its life during the next few months, and the Association can do much to clarify the atmosphere and help advertisers get the proper perspective on the situation—help them get over their scare, in other words."

"Some advertisers, including some of our own members for all I know, are proceeding timidly with their merchandising plans because of an obsession that business is bad and is not going to get much better for some time to come. The plain fact is that business, while not up to past abnormally high peak periods, is in a condition not far from good. Any break in the continuity of advertising programs, therefore, is not only perilous to profits, but is altogether useless and unnecessary. What we must

do is emphasize this condition to our own membership and to other advertisers. Those who are in the best relative position now are those who have not permitted 'conditions' to interfere with the continuity of their sales promotion efforts. Never was there more need for carefully conceived and scientifically applied advertising than now and never were the prospective dividends from such effort more promising."

Mr. Lawrence, in taking up the same theme, declared that the last six months have taught the business men of America the vitality of advertising as never before, and he arrived at this conclusion through the following chain of reasoning:

"We are now face to face with the fact," he said in effect, "that business must have a better economic balance, with a more sane inter-relationship as among industries and a departure from the previous empirical attitude. Much of the present trouble, if it may be called trouble, has come, strangely enough, because business has not accepted stability and business has been held back, in a measure, by uncertainty over interest rates—the era of high money worked great damage. Even so, while thus far this year sales show a net decline of about 19 per cent over the same months of 1929, they have actually increased 4 per cent over 1928, which was a normal year."

Mr. Lawrence sharply criticized efforts made to "restore confidence." He regarded it as unutterably absurd to proceed on the premises that the American people had lost confidence in business, which of course they haven't. It would be vastly better at the present juncture, he thought, for business men to utilize the benefits of advertising—a force which has unquestionably proved itself beyond all argument.

There seemed to be a general disposition on the part of the membership to regard the outlook sanely, as counseled by Mr. Lawrence, and to make a determined fight for business during the remainder of this year—some even declaring for a more extended ef-

fort than had been planned. Most of the speeches, and all the proceedings of the executive business sessions, were devoted to the giving of new ideas which were designed to iron out difficulties and make the sales producing efforts more resultful.

It was the general thought, for instance, that if the question of national and local newspaper advertising rates could be adjusted satisfactorily, advertisers would be able to proceed with more confidence and make better progress toward piling up a sales record during 1930 which, leaving 1929 out of the picture, would at least pass that of 1928.

The newspaper rate proposition was one of the first things a PRINTERS' INK representative heard about after he got to French Lick the day before the convention opened and had talked with various members. This writer has been attending A. N. A. meetings for several years and has heard the question discussed numerous times. But this time it seemed as if the thing was just about ready to come to a final head; there were more radical expressions as to the differential between local and national rates than ever before.

This feeling culminated in action taken at the concluding session of the convention—which, while not so radical as some members desired, went a great deal farther than any previous expressions of the Association on the subject.

A resolution was passed declaring that "the Association does not believe there should be any differential whatsoever between local and national newspaper advertising rates." It referred to a report made several months ago by a committee under the chairmanship of P. J. Kelly, advertising manager of the B. F. Goodrich Rubber Company, which, in the mind of the Association, showed "discrimination between national and local advertisers" and expressed some little impatience that "no real effort has since been made to justify it."

The resolution was somewhat of a compromise. The discussion,

100,000 more of the same

The appraisal of newspaper circulations becomes simpler as they grow larger. Big circulations in big cities are alike vertical cross sections of the cities' populations—no amount of research can fairly be made to prove anything else.

The buyer of newspaper space who accepts the foregoing as reasonable, finds his task greatly simplified in the case of, for example, Chicago's evening field. Two papers dominate this field in circulation and one, the Chicago Evening American, leads the other by over 100,000 copies daily.

If both these papers can be included in a schedule, well and good. If not, it seems only logical that a choice between them should rest on the fact that one paper provides 100,000 more of the same sort of people than the other.

CHICAGO EVENING AMERICAN.

a good newspaper now in its NINTH YEAR of circulation leadership in Chicago's evening field



National Representatives:

RODNEY E. BOONE ORGANIZATION

while good tempered, brought out expressions to the effect that the question should be forced to an immediate showdown. Some members even urged that the Association declare in favor of withholding advertising from such newspapers as insisted upon the present differential.

But the more temperate view finally prevailed. P. L. Thomson, public relations manager of the Western Electric Company and president of the Audit Bureau of Circulations, was one of the speakers advising against radical pronouncements at this time and holding out the thought that the disputed question is sure to be amicably adjusted to the satisfaction of all concerned. There is nothing to quarrel about, Mr. Thomson said; it is a question in which advertisers and publishers alike are interested and does not call for ultimatums from either side.

The general sentiment of the Association on the subject, if the PRINTERS' INK representative succeeded in sizing it up correctly, seems to be rather well expressed in remarks made before the convention by President Lichtenberg.

"The A. N. A. did not compile this [the Kelly] report because it was trying to find something to do," he said. "It went to work on the job because members were dissatisfied with the present dual rate; because newspapers were unable to give any logical or intelligent reason for the existence of the structure, and because the merchandising world of today, due to competition and other causes, is entirely different from the one existing when this dual system first showed its head back in the 'eighties.

"The successful advertiser operates on a basis of the customer be pleased. The national advertiser is highly disturbed by the rate conditions the newspapers are imposing upon him. I cannot believe that newspaper publishers of today are not sufficiently alert to see that they should please the customer in the national advertiser.

"Because I believe that successful newspaper publishers are good business men and discerning judges

of opinion, I predict that this A. N. A. report will be shown to have played an important part in correcting an unfair and intolerable rate structure."

The question of enforced combination rates came up for discussion and a resolution was adopted reiterating the stand taken by the Association several years ago to the effect that "enforced combination rates are discriminatory and highly unjust."

The magazines also came in for attention. A resolution was passed protesting against "the practice of certain magazine publishers of distributing issues far in advance of the printed date of publication." It was held that this custom not only works confusion in the reader's mind but imposes a real hardship upon the national advertiser who wants to allocate his year's budget on a basis that will bring him in the most business. The resolution provided that a committee be appointed to work with magazine publishers in the direction of creating a clearer understanding on this subject.

Much interest was expressed in the editorial efforts of certain newspapers and magazines in attempting to educate consumers regarding advantages to them in buying nationally advertised products as against private brands. A resolution was passed highly commending the project and offering the Association's co-operation in carrying it out.

It was recognized that one of the great needs of national advertisers today is a sufficient understanding of business trends that will enable them to get their bearings as suggested by Mr. Lawrence and co-operate with each other for common good. It was said that they needed more facts and accurate figures. With this end in view there was a unanimous approval of a resolution suggesting to Secretary of Commerce Lamont that he give "earnest consideration to the possibility of making the Market Data Handbook of the United States an annual publication."

A closed session was held under the chairmanship of F. M. Rigby,

IS IT SEX APPEAL OR WHAT?

There is something about the right kind of a booklet that makes it mighty effective advertising. But that certain quality that makes it right is an elusive thing.

The best way to insure getting "it" in your booklet is to have the work done in a plant that knows the difference between printed advertising and just printing.

CHARLES FRANCIS PRESS
PRINTING CRAFTS BUILDING
461 EIGHTH AVENUE, NEW YORK



OKLAHOMA'S LARGEST, RICHEST TRADE AREA



*Covered thoroughly
and alone
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E Kutz Special



Unless your advertising is in the Oklahoman and Times, you are not really covering the Oklahoma City Market at all. ▲ First because no outside metropolitan newspaper penetrates the 68-mile, 26-county, 75-town, one million person Oklahoma City Market to the extent of even 1%. ▲ Second, because the 202,738 daily average circulation of the Oklahoman and Times gives 26,885 more circulation in the Oklahoma City Market than the combined circulations of all 18 other daily newspapers published in Oklahoma City and the suburban area—and the Oklahoman and Times advertising cost is only about one-half as much! ▲ Advertisers who are in the Oklahoman and Times are getting a thorough, effective coverage of the Oklahoma City Market.

City sales messages are

going into 9 out of every 10 Oklahoma City homes—into 45% of the urban homes in the 68-mile suburban area—and this circulation is 95% carrier-delivered in Oklahoma City—75% carrier-delivered in the suburban territory. ▲ Again we repeat—maximum advertising results can be secured at one low cost through an adequate schedule in the Oklahoman and Times, which thoroughly and alone cover the rich, responsive Oklahoma City Market.



maximum advertising results can be secured at one low cost through an adequate schedule in the Oklahoman and Times, which thoroughly and alone cover the rich, responsive Oklahoma City Market.

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

The Oklahoma Publishing Co.
THE OKLAHOMA FARMER-STOCKMAN

Elkay Special Advertising Agency - New York Chicago Detroit Atlanta Kansas City Dallas San Francisco





Editorial Integrity ALONE Doesn't Make a Magazine

**But, Editorial
Integrity is ONE
reason for the success
of NATION'S BUSINESS**

Nation's Business is not indifferent to advertising but our editors never ask the advertising department: "Will this article help or hinder?" They ask only "Is it authoritative?" "Is it something that should be said?" "Will it interest our 320,000 readers?"

For instance . . .

In the June, 1928, issue C. D. Garretson questioned the effectiveness of advertising in his article "Wanted—A Yardstick for Advertising." In the same issue W. O. Saunders wrote: "My Town Has Too Many Organizations," a humorous poke at useless, overlapping associations.

In the October, 1929, issue a Washington grocer took large manufacturers to task for their distribution methods, in "If I Gave Way to Overselling."

Concrete examples of the editorial courage that prompts Nation's Business to say whatever needs to be said, let the cancellations fall where they may.

NATION'S BUSINESS • Washington • DC



May 15

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of the Studebaker Corporation, to consider facts and figures regarding radio advertising. There was a lengthy discussion, "all in the family," of methods and experiences. The outcome was a decision to the effect that buyers of radio broadcasting must now organize and dig deeply for information on this new medium.

The addresses, as previously stated, worked in well with the general theme of the convention which spontaneously showed itself at the opening session.

Turner Jones, vice-president of the Coca-Cola Company, made a vigorous presentation in behalf of selective selling. His advice to advertisers was that they should follow the crowd. His address was along the same lines as his interview with Roy Dickinson which appeared in the May 1 issue of *PRINTERS' INK*.

T. G. Graham, first vice-president of the B. F. Goodrich Rubber Company, said that the great need of business today is the presence of more of the scientific viewpoint in the selling end.

"There isn't much to manufacturing," he said, "but in distribution there is a frightful waste which ought to be remedied. I question very seriously whether any major part of the great sums spent in selling and distributing merchandise today adds materially to the value of the product. It seems that today we cannot create business without jeopardizing the whole structure and bringing about much waste. We must establish a new sense of values."

Amos Parrish, president of Amos Parrish & Company, urged that advertisers give more intelligent attention to catering to the demand for luxuries. To fill this market, he said, advertisers should know what people want and what they think and have the things they demand.

Martin L. Davey, president of the Davey Tree Expert Company, was scheduled to speak on "The Basic Appeal in Advertising," but chose rather to relate his company's experiences with radio advertising.

Neil G. Borden, assistant dean of the Graduate School of Business Administration, Harvard University, expressed the opinion that the executives among national advertisers need more accurate and comprehensive knowledge of the details of advertising. He made this statement in connection with a discussion of "What the Harvard Advertising Awards Have Told Us About National Advertising."

Carl M. Bigelow, president of Bigelow, Kent, Willard & Company, Inc., Boston, argued in favor of each important advertiser having a director of distribution to be in general charge of selling and advertising.

T. M. McNiece, of the National Carbon Company, in discussing "What Does Sales Volume Cost?" recommended a fundamental approach that will apply to essentially all forms of selling and distributing effort.

He would have it consist of these three stages:

- (1). The division of the various selling and distributing departments along functional lines, such as field sales, order and billing, credit, accounts receivable, warehouse, sales administrative, general administrative, etc.

- (2). The determination by study and agreement, and, if necessary, by measurement where feasible, of the ascertainable factors that exert the greatest influence on the cost of operating each department, such as number of outlets or sales visits for field sales, number of orders for order and billing department, etc.

- (3). The allocation of the departmental expenses to the various products on the basis of the comparative value of the factors chosen for each of the departments.

"Pursuit of volume without reference to cost," he said, "has led us off the road in many places. Management must be guided by fact and not by fancy. Owen D. Young once said, 'Facts are our scarcest raw material. . . . One has to dig deep for them because they are as difficult to get as they are precious to have.'

"Business guided by guess is a gamble and this may be one of the basic reasons for the business conditions in which we have floundered in the last few months."

Are Refrigerators and Radios Related Lines?

The Two Now Seem to Be Working Together in Manufacturing and Selling

WITHIN the next few months, if PRINTERS' INK's information is correct, three manufacturers of electrical refrigerators will be producing radios and at least two leading manufacturers of radios will be making electrical refrigerators.

General Electric, Westinghouse and General Motors are now just about ready, or have already started to manufacture radios to supplement their refrigerator lines and to give themselves and their dealers a selling year which shall be as nearly as possible devoid of peaks and hollows. The Grigsby-Grunow Company, maker of the Majestic radio, has already announced its plans to produce a popular priced mechanical refrigerator with the same purpose in mind. And now Powel Crosley, president of the Crosley Radio Corporation, is quoted as saying that his company will have on the market during May a refrigerator which will retail at about \$125.

All this is interesting from the standpoint of current merchandising development and history. Back of it all can be seen the growing inclination of merchandisers of every degree to get as far away as possible from one line, or limited line, offerings. They see the need of having enough of a variety to keep their manufacturing and selling organizations consistently busy instead of being rushed to death during certain seasons and having little or nothing to do during the remainder of the year. The benefits of such a policy from a standpoint of lowering production costs and selling goods more profitably are obvious; they have been outlined in PRINTERS' INK time and again.

Another decidedly intriguing feature of the development is that manufacturers and distributors, both wholesale and retail, seem to be getting away from their pre-

vious inhibitions about limited markets—also that the old idea to the general effect that a stock of merchandise should be made up out of strictly related lines seems to be disappearing.

Looked at in one way, mechanical refrigerators and radios have not a thing in common from either a manufacturing or merchandising standpoint. But, getting behind the scenes and analyzing possibilities and trends without any preconceived ideas, it can be seen that the two articles of merchandise do fit in together with the most pronounced harmony.

The demand for radios, as we all know, is at its peak during the fall and winter. Along toward spring it begins to drop and then, under ordinary circumstances, ensues a long dry spell during which the radio manufacturer can do little but prepare for the next seasonal peak, which ought to come during the subsequent fall and winter.

Electrical refrigerators, on the other hand, have their big selling season during the spring and summer—the time when the radio business, to a degree, has to take an enforced and a rather expensive vacation.

Will the Retailer See the Light?

But what is going to be the reaction on the retailer? Will he see the light also? A recent survey of about 700 radio distributors and jobbers showed that there is a decided demand for additional lines to make possible profitable all-the-year selling. Approximately 200 said most decidedly that they would be interested in handling electric refrigerators, and nearly 100 of them are already carrying such merchandise in connection with their radios.

Thus the retail market is open and it would seem that the manufacturers are proceeding along

IN the three year period April 1, 1927 to April 1, 1930, the week day editions of The Free Press show a greater gain in circulation than any other Detroit paper.



HERE are the figures:

Detroit Free Press

20,597 Gain

1st Evening Paper

19,503 Gain

2nd Evening Paper

19,719 Loss



FURTHER comment on these figures is perhaps unnecessary except as they indicate that more than ever before The Free Press is

indispensable in covering the Detroit market.



THE Free Press provides not only quantity coverage of the real buyers, but the influence of its enviable position as Detroit's only morning paper. To this must be added the highly valuable element of an ever-widening public approval, of its policies as reflected by its record of circulation growth.

The Detroit Free Press



VERREE &
National

CONKLIN, INC.
Representatives

New York

Chicago

Detroit

San Francisco

strictly logical lines. In a little while, it is thought, the development will have progressed to such an extent that even the old line music stores, no matter how exclusive, will be selling electric refrigerators during the spring and summer to take up the slack caused by the let-down in demand for radios.

Truly, the merchandising world is rapidly moving forward.

A Ruralist Answers the City Chap

'Editor of PRINTERS' INK:
With reference to "Ruralist, Please Answer," page 88 of your April 24 issue, will you please see that F. H. Jones, Jr., gets this letter? I am located in a small town but, of course, its exact location and my identity, is a secret among us three. . . . [The letter follows.]

Dear Mr. Jones:

The Jr. following your name causes me to wonder if you are not just a little young. For the longing you have, to find a place "in the sticks" sounds like the dream of youth or one in his second childhood who perhaps can afford to indulge a passing fancy. If neither fits you—then you are a "type" or I'm just like the rest of the crowd.

Fifteen years "in the sticks"—is what ails me now—maybe that's longer than you had in mind? It's quite a "spell" to me and if I could find a fellow in New York, say, holding down a job that would fit me—and my job would fit him—we might just swap for a few seasons. Would be sort of educational for both, I bet. Another "noble experiment" with not one—but a thousand "laws" hedging us about. No doubt, you'd be a leading citizen—in my shoes. Everyone would have an eye on you, your wife and kids, your bridge playing conduct would be duly recorded and discussed, the hours you keep faithfully reported, your laundry enviously or otherwise checked on the family line, church attendance three times a week or a sick certificate (and be careful you join the right one).

Business calls strictly informal, (in your shirt sleeves if you like) so informal in fact that they become of little importance and Joe or Bob will butt right in just as you are getting approval on a schedule a week overdue—with talk of "let's knock off an' go fishin'." Then you have to go too: insertions missed, you get the blame. No facilities to get anything done, trips to production sources banned, not enough profit to warrant. Credits, ninety days or never and you have to be a banker too. Ever try to sell a campaign to a dead cod fish? Give it a whirl right at home in your kitchenette and you'll have a fair sample of ambition in the sticks. I'm just taking it for granted that you're an agency man so you know what I mean.

On the face of it you might say "that's all hokey, what about Coca-Cola, Camels, Cannon Towels, etc.?" Oh, huh,

those are the accounts originated by the city boys and they are keepin' 'em. Originate one yourself as "Keeper of the bees" and the advertising expert (the man from out of town) will be down to take it away from you soon as it's "ripe"—on a paying basis. You do the work, the city boys get the money and the credit. I have often thought the "hick agency" should be on the payroll of the big agencies for the missionary work they do.

I reckon all this sounds "sore headish" but really I'm not that way. I've never had an account pirated. I'm fairly well thought of when folks notice me at all. My earnings are within that (down here famous) five figure bracket. I have some budding national accounts on the make. About me are more than a thousand manufacturers who have *never been solicited* by an agency—all of 'em within a day's drive over paved roads. No, I don't mind it being known. Another missionary ad man or a score—will be welcomed by me. Taking it all around, this could be worse, but just 'tween you and me, let's talk seriously about this yen of ours for swapping jobs?

P. S. Perhaps you've gathered from that that I'm a native New Yorker? It's true.

"Holiday" Adds to Staff

Fred Sandblom, formerly business manager of *Building Investment*, New York, has joined the advertising staff of *Holiday*, New York, and will cover Pennsylvania and the South.

Gerard F. Marshall, formerly New York State representative of the *United States Daily*, has also joined *Holiday* and will cover New York State and New England territory.

Morris County, N. J., Plans Campaign

Morris County, N. J., has organized the Morris County Association, composed of the business interests in that community, to advertise the advantages of the county and to attract residents. Newspaper, direct mail and outdoor advertising will be used in the metropolitan area. United Service Advertising, Newark, N. J., has been appointed to direct this advertising.

To Join Batten, Barton, Durstine & Osborn

Janice O'Connell has resigned from the National Broadcasting Company, Inc., production department, and will join the radio department of Batten, Barton, Durstine & Osborn, Inc., New York.

E. D. Maibrunn with The B. Brown Company

Edwin D. Maibrunn, former sales promotion manager of The Aeolian Company, New York, is now with The B. Brown Company, New York, direct-mail advertising, as vice-president in charge of its creative and planning division.



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New York

Reaching into Florida



FURTHER industrialization for Florida. This time, paper, and \$14,000,000 is the plant and grounds investment now planned, through leases, contracts and construction steps. One mill for West Florida, one for North Florida.

Just such continuing developments make prize markets in the Southeastern Area. Study of Jacksonville as a local, and of Florida as a state buying market, will disclose important advantages to any national advertiser.

And a disclosure which may well be acted upon profitably, is that of the wide circulation sweep, over South Georgia and Florida, through "Florida's (7-days-a-week) Foremost Newspaper."

The Florida Times-Union
JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.

New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco

Member of the 100,000 Group of American Cities

May 15, 1930

May 15

One Glance Revs



evils its *Character*

The moment you pick up a copy of The Indianapolis News, you know instinctively that here is a newspaper with all the attributes that go to make up the resultful advertising medium. The clean, orderly make-up of its first page betokens dependability. Turn through its pages. Observe its properly proportioned content, the careful weighing of news values, the poise and substance of its editorials, its varied features, its wide range of advertising. Here is a balanced newspaper of broad appeal, built to satisfy the needs of the modern American family.

Because more than 140,000 Hoosier families in and around Indianapolis accept and rely upon it as *their* newspaper and buying guide,

The News . . . ALONE . . . Does the Job!



The
INDIANAPOLIS NEWS

Sells "The Indianapolis Radius"

DON BRIDGE, Advertising Director

New York
DAN A. CARROLL
119 East 42nd St.

Chicago:
J. E. LUTZ
Lake Michigan Bldg.

HERE DWELLS YOUTH

(With apologies to Primrose House)

THE younger generation has certainly gained for itself a great deal of publicity. One hears these young people blamed and lauded, scored and applauded, from one end of the country to the other.

One would not think offhand of this younger generation in terms of farm children. It can't be ethnologic, surely it isn't climatic, nor geographic, but facts are facts; the farms still can boast of the highest birth rate in the nation.

Following the natural course of reason, the farm mother is the logical listener when you have anything to say about the younger generation. Their health, their amusements, and their whole welfare are her chief concern. Through the pages of her magazine you have your chance. For over 900,000 farm mothers read the only magazine that is edited and published exclusively for them—

THE FARMER'S WIFE

The Magazine for Farm Women

Webb Publishing Company, Publishers
St. Paul, Minn.

Western Advertising
Office
1806 Bell Building
Chicago, Ill.

Eastern Representatives
Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Member Audit Bureau of Circulations

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How Eureka Cut Sales Convention Costs and Improved Results

The New Plan Was Particularly Beneficial in Bringing Out Suggestions for Bettering the Advertising

By C. C. Wilmot

Sales Promotion Manager, Eureka Vacuum Cleaner Company

UNTIL this year it had been the custom of the Eureka Vacuum Cleaner Company to bring all its key men—division managers, district managers and certain selected field sales managers, to Detroit, generally in February, for a four-day convention. The purpose of this convention was the usual one—namely, an exchange of ideas on the part of the factory and field executives, with the hope of bettering both routine and sales procedure.

So long as the organization was of medium size, this plan proved satisfactory, but when it reached the point where it was necessary to bring men from the farthest parts of the United States to Detroit, the convention became unwieldy and hard to manage. In some instances, key men were absent from their territories for ten days or more. This involved an indirect loss in manpower and sales momentum that was far more serious and costly than the actual expense of the convention, which in itself was becoming prohibitive.

It was obvious to the factory executives that many of the subjects discussed at the old type of convention either had to be so general as to be of little practical value, or were of no interest or benefit to the district and field sales managers.

After some discussion last December, it was decided, in view of all these factors, to inaugurate a new plan in 1930, breaking the annual convention into five parts. The schedule of these five meetings was as follows:

Division managers' annual meeting at Detroit, February 10 and 11, to be attended by division managers and important division distributors only.

Following this, a sectional meeting to be held at New York, February 14 and 15. This meeting was to be attended by division managers and district managers, both wholesale and retail, and certain other field executives from the following divisions:

Boston, Hartford, Albany, Syracuse, Buffalo, Wilkes-Barre, Reading, Philadelphia, Baltimore, Washington, New York, Brooklyn and Newark.

The next meeting was to be February 17 and 18 at Detroit and was to be attended by men of the same rank from Michigan, Detroit, Cleveland, Akron, Indianapolis, Pittsburgh, Columbus, Western Pennsylvania and Cincinnati.

Meetings were to follow in order at Chicago, February 21 and 22, attended by men from Chicago, Northern Illinois, Minneapolis and Milwaukee, with a similar meeting at St. Louis, February 24 and 25, taking in Kansas City, Tulsa, St. Louis, Fort Worth and Atlanta.

FOR years, it had been the custom of the Eureka Vacuum Cleaner Company to hold a general sales convention. This year, it was decided to split the convention into parts—both by territory and type of field worker.

The new plan has proved an immense success. It has reduced convention expenses. At the same time, it has made the meetings vastly more beneficial both to the field workers and to the company.

The complete details of the new convention plan are given in this article.

An idea of the character of the meetings is gained from the program of the division managers' convention, February 10 and 11. The subjects were as follows:

- Analysis of 1929 operations and program for 1930
- Budget control of division operations
- Collections—Inventories and treasury department operations
- Division manager responsibility
- Observations on management
- Character of business and co-operation with treasury department
- Collections and inventories in a scattered territory
- Manager and his organization
- Division service department operations —1929
- Advertising program
- Group demonstrations
- Technical discussion
- Importance of fundamentals
- Analysis of employment methods and New York procedure
- Instruction—supervision and demonstrating equipment of retail salesman
- Variations in the approach and the combination sale
- Junior sales and supervisor bogie-quota bonus
- Newark supervisor plan and sales meetings
- Analysis dealer distribution and new business program
- Contacting dealers and presentation
- Central station relations and campaigns
- Department store resale operations
- Rebuilt campaigns in small towns and through dealers
- Operating expenses—trade-ins—territory operations—miscellaneous

Because of the distance, district managers were not called in from Denver, Salt Lake City, Spokane, Seattle, Portland, San Francisco and Los Angeles—these points being left for coverage by A. L. McCarthy, vice-president and general sales manager, during March and April, through a series of day meetings.

It will be noticed that a sufficient time elapsed between each of these meetings to permit the factory executives to get back to their desks for a day, and, in some instances, for two days, in order to clean up their mail and take care of pressing business before going on to the next meeting.

By having the division managers' meeting first, it was possible to discuss and dispose of all the major problems applying specifically to the duties of division managers, before meeting the district and field sales managers.

Furthermore, since they had

been advised in advance that they would be expected to talk on specifically assigned subjects, the division managers were able to prepare their material and to talk briefly and to the point. This aided materially in covering much more ground than had ever been possible at the old conventions.

The plan also made it possible for the division manager to discuss with his district and field sales managers the problems they would like to have brought up at the various sectional meetings, thus affording them an opportunity to prepare themselves. Breaking the sectional meetings into four parts threw together men whose territories were, in general, very similar, making it possible to localize the discussion far more effectively than would have been possible otherwise.

The programs were so arranged that more than half the talks were given by the field men—men with firing-line experience, who had never before been given an opportunity to express their views freely from the platform in open meeting. These men were assigned subjects that had a direct bearing on the hiring, training and supervision of men, the operation of branch and sub-branch offices, variations in the approach, demonstration and close, classified advertising, field and office routine procedure and a number of other specific problems, all of everyday importance.

The district managers' meeting covered the following subjects:

- Review of 1929 operations and program for 1930
- Advertising program
- Importance of fundamentals
- Analysis of group employment methods and New York procedure
- Class instruction and disposition of new men from New York employment office
- Employment by individual method
- Instruction as to demonstration and close
- Field training and supervision of new men
- Variations in the approach and the combination sale carrying a cleaner on canvas

On the Junior only
On the Special only
On the Standard only
On Special and Junior

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I've Got to Confess That I've Never Tasted Ginger Ale Straight!

WHO gives a darn? (Tut, tut, tut!) Well, I have one of those overworked bunches that there's just one *hombre*—Spanish for Man—in this here gorgeous Southern California who *might*, and his name is Silverstein. Ever met him? *Look out!* He's the go-gettin'est, bubbling-overest sales promotion bird you ever saw. Pep? Sparkle? Taste? Ginger? He's got 'em all and then some. • • • There's a *reason*, I reckon, as the Grape-Nuts Napoleons would say. It's because Silverstein's the big Canada Dry demon who fairly *exudes* the same genial personality you get from a glass of this marvelous beverage. At least, so my Canada-Dry-Straight cronies tell me. • • • Tonite I'm going to join the Make-Mine-Straight-Canada-Dryers. You see, so much of that beautiful, Champagne-of-Gineraleas advertising has been appearing in our paper that they've *sold* me on the idea. They've sold a whale of a lot of other Southern Californians, too, gentlemen of Advertisingdom. In the *Examiner*, one of the nation's greatest newspapers—which, by the way, in 1930 is carrying more Canada Dry *linage* than any other newspaper in Western America! • • • Silverstein says, in fact, that our paper is the backbone of his entire advertising and merchandising campaign in this favored region which I have already modestly mentioned! *Gesundheit!*

LOS ANGELES EXAMINER
PUT YOUR MESSAGE BEFORE THE MODERNS

- On the Sanitor
- On the Rebuilt
- General Discussion
- Group demonstrations
- Technical discussion
- Supervisor key to manpower
- Proper functioning of a supervisor and his crew
- Field management of 35 men
- Advantage of small restricted territory
- Stock control and sales verification—character of business
- Proper handling of possible repossessiones
- Manager responsibility
- Organization meetings and contests
- Analysis dealer distribution—small towns
- Department store resale operations
- Rebuilt campaigns in small towns and through dealers
- Big buildings and hotels
- The dealer salesman plan
- Big business through central stations
- Contacting dealers—service to users—trade-ins and operating expenses

It was the consensus of opinion of the factory executives, after the five meetings, that they had probably benefited even more than the field from this open exchange of ideas. They liked particularly the fact that in addition to the thoughts brought out by the division and district managers in their talks, there was an open discussion following each speech in which many other points of practical interest and benefit to everyone were brought out and emphasized.

There is no question that the manner in which these meetings was conducted will be productive—in fact, it has already been productive of many benefits to the company. For example, there will probably be a saving of more than 20 per cent in classified advertising expenditures for 1930 over 1929 as a result of selecting the best advertisements as used by the various divisions and then boiling down and classifying these advertisements for use in cities of varying size and under varying conditions. Another idea that came out of the district managers' meeting was a change in both the form and contents of the demonstration kit. Personnel procedure was thoroughly discussed and, as a result, the efficiency of the field executive in hiring and training men will doubtless be vastly increased, with a consequent reduction in manpower losses.

Local advertising problems were discussed from all angles. As a

consequence, there will be fewer haphazard expenditures for window signs, exhibits, poorly sponsored shows and expositions, and other miscellaneous forms of publicity.

Further economies in the use of printed literature, window display material, cut-outs, etc., will doubtless be effected because of educational work done at these meetings.

Because the division or branch managers' meeting in Detroit disposed of the problems of the major territory sales executives, it was possible to devote the sectional meetings entirely to the work of the men in the field—district managers, supervisors and salesmen. On discussing their problems in greater detail, we found it advisable to give them a careful drilling in certain fundamentals which could be touched on only in a general way heretofore.

As a result of this, it is expected that the company will embark on a very ambitious educational program for its district and field sales managers—educational work that will, in the long run, be more productive of increased sales and increased profits than ten times the same amount of time and money spent for advertising or sales promotional work to the consumer and dealer direct.

In general, the sectional sales convention plan proved far less expensive and unwieldy than the national convention plan. Specifically, it enabled the meetings to be held and controlled in such a fashion that more actual business was transacted, more ground covered and more good achieved in less time and with less strain to all concerned, by at least 100 per cent, than had ever been possible under the old plan.

There was no abnormal loss of manpower in the field during these sectional meetings, and neither was there any perceptible slowing down of sales momentum.

Because these meetings were so eminently successful, it has been decided to continue them on the same basis next year, and with this year's experience as a guide, the factory will be able to plan its programs even more intelligently.

fewer window sponsored and other publicity, use of display doubtful educational meetings, branch circuit distribution major it was educational work of management salesmen. Items in advertising and drill which a genera-

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Before You Knew Much About Advertising—

Few of us had shed our swaddling clothes, advertisingly speaking, when the Examiner first attained supremacy in this 55% richer-than-the-nation's-average field. The present generation of readers—and advertisers—have found profit in patterning after their predecessors, for Examiner leadership continues.



The Examiner is now cele-
brating simultaneously its
Golden Anniversary and
its 24th year of consistent
circulation and advertising
supremacy.

SAN FRANCISCO EXAMINER

*One of the 28 Hearst Newspapers
read by more than 20 Million People*

IN NEW YORK CITY: W. W. CHEW, 285 Madison Ave.
IN DETROIT: A. R. BARTLETT, General Motors Bldg.
IN CHICAGO: J. D. GALBRAITH, 612 Hearst Bldg.

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**MORE ADVERTISERS IN THE
USE TRUE STORY THAN USE ANY**

BECAUSE »

- ONE** True Story is read regularly by more than 2,000,000 young housewives.
- TWO** These housewives are Wage Earner housewives whose spending margin has more than doubled since the war.
- THREE** True Story is for sale in 25,000 independent retail drug stores throughout the United States. Approximately 30% of the entire circulation is sold through these outlets.
- FOUR** True Story circulation is 96% newsstand—the largest newsstand or newsdealer circulation in the world as proven in Printers' Ink, March 20th.
- FIVE** Advertisers in this classification and every other classification too have found that the responsiveness of True Story readers has established new advertising records—which isn't hard to understand when you consider that True Story is duplicated but slightly by other magazines.
- SIX** True Story is the only major magazine which bulks its circulation in Wage Earner homes—65% of urban America.

TRUE STORY - THE ONLY MAJOR MAGAZINE

DRUG AND TOILET GOODS FIELD**OTHER MAGAZINE » » »**

National magazines in April, 1930, carried advertising of 456 drug and toilet goods advertisers. Of these 456 advertisers, True Story carried the advertising of 109, almost one in every four, and 28 more advertisers than were carried by Cosmopolitan—the second ranking publication. Other magazines among the first five rank in this order, Photoplay 80; American Weekly 79; and Liberty 73. (Source N. A. R.)

47 of these 109 advertisers in True Story for April are listed below—look them over.

MODESS
IPANA TOOTH PASTE
PEPSODENT
LISTERINE TOOTH PASTE
POND'S
PALMOLIVE SOAP
COLGATE'S DENTAL CREAM
CUTEX
DAGGETT & RAMSDELL
ARMAND
HOUBIGANT
JOHNSON & JOHNSON
BABY POWDER

FORHAN'S TOOTH PASTE
FROSTILLA
PRO-PHY-LAC-TIC TOOTH BRUSH
CHERAMY
BARBARA GOULD
LISTERINE ANTISEPTIC
LIFEBOUY SHAVING CREAM
MARY T. GOLDMAN
ZONITE
SQUIBB'S DENTAL CREAM
LUDEN'S COUGH DROPS
BET-U-LOL
KOTEX
MULSIFIED COCONUT OIL
PRINCESS PAT
KLEENEX
TEK TOOTH BRUSH
BLONDEX
VASELINE (Chesebrough)
UNGUENTINE
PO-GO ROUGE
DJER-KISS
PEPTO-BISMOL
ODORONO
MAYBELLINE
DR. LYON'S TOOTH POWDER
J. W. KOB
HYGEIA NURSING BOTTLE
LUX SOAP
NOTOX
FELLOW'S SYRUP
SLOAN'S LINIMENT
TYREE'S ANTISEPTIC POWDER
MUSTEROLE
EDNA WALLACE HOPPER



CONCENTRATING IN THE WAGE EARNER MARKET

Brooms by Mail

A Manufacturer of Brooms Uses Parcel Post, a Lower Sales Unit and a Mail Campaign to Boost the Sales of a Product That Has Seldom Been Pushed

ONE way to reduce sales resistance without price-cutting is to reduce the buyer's investment by reducing the quantity of the purchase. One way to reduce selling costs is to employ, more fully, such auxiliary selling expedients as solicitation by mail.

Both methods are being applied by the American Broom and Brush Company, of Amsterdam, N. Y., to gain distribution by opening new outlets.

As a test, the company is offering, by mail to 5,000 retailers, an assortment of six brooms, which the dealer may order direct and which will be shipped to him by parcel post. Accompanying the soliciting letter, in which is enclosed an order in business-reply-card form, is a transparent envelope containing specimens of the broom corn of which the brooms are made. The mailing, directed to well-rated general stores, department stores, grocery stores and furniture stores, is being sent into a region not covered by the company's salesmen.

"So far as we know, the parcel post idea is new," the broom company's secretary, Harry F. Ledlie, tells *PRINTERS' INK*. "Also, so far as we know, it is the first time a package has been devised to carry six standard 6-size brooms by mail; and it is the first instance in which a merchant has been given an opportunity to buy an assortment of brooms with so small an investment. Ordinarily, brooms are sold by the dozen in a bundle or carton; and it requires a purchase of four or five dozen to make up the weight of 100 pounds on which the freight rate is based.

An introductory assortment of this class of brooms would ordinarily require the merchant to buy at least three dozen brooms, whereas by our method he can get a sample of each of six high-grade brooms for \$5.84; and from these samples he can re-order a half

dozen of any one kind to come by parcel post, or he can order in four- or five-dozen lots, the brooms assorted as to colors, and the shipment to go to him by freight.

"We feel that the plan provides an easy method of buying, requires only a small investment, reduces the stock the merchant needs to carry, permits him to order the best sellers in limited quantities and assures him a fresh, well-assorted supply on hand at all times.

"Of course, the plan is a try-out; and we shall have to await results."

The letter soliciting the initial parcel post order reads as follows:

WE OFFER YOU AN UNUSUAL OPPORTUNITY TO MAKE A PROFIT OF 50 TO 80% ON YOUR BROOM SALES AND SATISFY YOUR CUSTOMERS.

Based on saving a salesman's salary and expenses, we offer you a special parcel post package containing an assortment of six NEW AND COLORFUL parlor brooms.

(Next follow descriptions of the brooms, two of which are of natural-color broom corn and four in the colors of red, blue, green and yellow. The letter then continues):

The total retail selling price of this assortment is from \$8.75 to \$10.50.

All these brooms have met the standard requirements of Good Housekeeping Institute and each one carries the institute seal of approval. This seal is our guarantee of quality and service to you and your customer.

This is an exceptionally attractive opportunity that has never been offered before. It will make you a profit of from \$3.03 to \$4.53.

Your address on the enclosed card will bring these brooms to you parcel post prepaid. You may send \$5.84 net on receipt of our invoice.

If you prefer to remit with your order, you may deduct 2 per cent and send us \$5.72.

The letter is signed by the company president, C. L. Howard.

R. L. Howard with Atlantic City "Press-Union"

Robert Leslie Howard, formerly with Sears, Roebuck and Company, is now with the advertising department of the Atlantic City, N. J., *Press-Union*.

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Skinner's Crepes



*The Following Pages Demonstrate the
Correct Use of the Allied Printing Arts
as an Aid to Selling*

No. 3 of a series
© 1930

Dill & Collins Co.
Phila., Pa.



Skinner's Crepes



SPORTS dresses in simple silhouette . . . softly flaring afternoon frocks . . . evening gowns in molded princess lines . . . all aim to reveal the loveliest curves of the figure.

And for the material, Skinner's Crepes! So wonderfully soft and beautiful in texture, so in the spirit of the new mode which is best expressed in *plain colors*.

This spring and summer, have Skinner quality in your wardrobe. We can offer you a wide selection of shades.

(YOUR OWN COPY HERE)

YOUR FIRM NAME
AND ADDRESS HERE

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WHEN William Skinner & Sons prepared a folder designed to create the impression of style and smartness, they used Dill & Collins Suede Laid.

SUEDE Laid paper available in delicate tints—Peach, Buff, Apple Green, Light Blue, Melon (and white)—is rich but economical; antique but stylish; provides attractive color combinations; and gives the advantage of an additional color.

THE illustration at the left is reproduced from the Skinner folder of dealer helps sent to the Dry Goods trade and printed on a regular letterpress in water colors from zinc plates.

We will be glad to send you a copy showing the unusual method of stitching and folding, if you will address Dill & Collins, Dept. C., Philadelphia, Pa.



*This Brief Description of the Various D.O.C Papers
Makes a Handy Buying Guide for Paper Users*

A Black & White Coated Book

Exceptionally white and clean. Uniform in quality. Not easily soiled. Full tonal value for color process plates—faithfully reproduces minute details—halftone plates up to and including 175 line screen. Does not pick.

B Old Ivory Coated Book

Soft, warm tone—often preferred to white. Same printing qualities as Black & White.

C Dilfold Enamel

Flexible but husky paper. Printing surface comparable to Black & White Coated Book. Exceptional folding qualities. Embosses beautifully—is excellently suited for broadsides.

D Dulbrite Coated Book

White and Ivory. Dull coated sheet of medium price. Smooth, velvety surface, gives mellow effect to halftones. Its low cost makes it an excellent utility paper.

E Multykolor and Multykolor Letter

Coated on one side, particularly suitable for hangers, labels, calendars, etc. Color or halftone plates print splendidly. Multykolor Letter possesses identical printing qualities and is excellent for 4-page letters. Its uncoated side is suited to multigraphing or typewriting.

F Flat White

A quality English-finish sheet on which color and halftone engravings of 120 line screen print to best advantage. Medium priced, high in quality. For 4-page letterheads its surface is well adapted to typewriting and multigraphing, as well as printing.

G De & Se Tints

Soft, pastel shades lend themselves to artistic treatment. Freedom from glare, excellent printing qualities for halftones up to and including 120 line screen. Suitied for writing with pen or pencil. Envelopes to match.

H Suede Finish

A wove paper in White and India. Suede Laid in White and tints. Clean, opaque surface and closely woven. The antique finish, restful to the eyes, is a sheet on which clean-cut impressions of both letterpress and water color, line and Ben Day engravings can be easily secured.

I Canterbury Book

Wove and Laid. For the booklet or announcement requiring personality. Its deckle edge may be used or trimmed. Canterbury pasted bristol for cards or covers and Canterbury envelopes are also available. The texture and color range add dignity to any sales message.

J D & C Torchon

White primarily intended for the production of Jean Berté Color Process, Torchon is frequently used for standard letterpress printing. An unusual texture of real distinction, Torchon has the appearance of fine hand-made paper of highest quality. More than average bulk, yet charming limpness.

K Duchess Cover

Antique and ripple finish. In White and subdued colors, excellent folding strength and embossing qualities—plus a deckle edge. Does not "fuzz" on the press. Available in light, medium and heavy weight. Printing texture plus long fibre produce a good printing surface and ample strength.

DILL & COLLINS CO.

Master Makers of  Printing Papers

STA. E., PHILADELPHIA, PA.

Mail Coupon for Demonstration Sheets and Working Samples.

Dill & Collins Co., Station E., Philadelphia, Pa.
Paper samples will be appreciated. We are particularly
interested in papers.....

Name.....

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Address.....

City..... State.....



5, 1930

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Suggestions for the Copy Department

The Relations of Writers to the Balance of the Advertising Agency; the Writer's Attitude Toward His Job; the Training of Beginners

By Aesop Glim

THERE is probably no division of advertising agency service which is less standardized as to organization set-up than that of the group of men and women who do the actual writing of the advertisements.

In one agency, all writers constitute a department—the Copy Department; under the head of one copy chief. In another agency the writers are divided into groups; under group heads—for the handling of various arbitrary groups of accounts or for specializing on certain types of accounts. In another agency each account executive writes his own text matter. And in still another, each account executive has one or more writers working under his sole direction on the accounts he serves.

To some extent the system must be determined by the accounts in question; to some extent, by the personalities and experience of the writers themselves. In general, I believe that the tendency is toward the departmentalization of writing and writers—setting them up as one distinct function of agency service, limiting them to that one function and making them, through their department head, the final authority on how the advertisements shall be written.

Such a system, of giving writers both responsibility and authority, offers certain distinct advantages.

To the man or woman who may be more interested in writing than in any other function or phase of advertising, this system offers the chance of sticking to writing—with an even chance of gaining both recognition and remuneration. This has not always been the case. Until fairly recent years, the man or woman who had real ambitions was forced to widen his or her duties toward the work of an ac-

count executive or the solicitation of new business. Hitherto there have been few places where a writer could look forward to making real money solely as a writer.

The one danger of a highly departmentalized set-up is that the members of a given department—in this case the writers—will overdo craftsmanship into something too arty or too crafty. But, with this one reservation (or warning), I favor the set-up of a department of men and women specializing in the writing of advertising; exchanging ideas and methods among themselves, with full responsibility and authority for the wording of the text which is the heart and *raison d'être* of every advertisement.

This system of all others best permits the training of cubs. And any agency which does not at all times have some new material of personnel in development is not truly planning for the future of the agency—nor looking out for the best interests of its clients. In nine cases out of ten, I would rather replace a senior with a "home-grown" cub of two years' experience than with a senior from outside the organization. I believe there would be less hitch and delay, better continuity in the style of writing, and certainly greater fairness to the younger members of the department.

As a basic precept for the writing of any and all advertising matter, let us keep in mind: the copy is written out of the facts, the facts of the situation which calls for the planning of the advertising. Copy is rarely, if ever, a matter of genius or inspiration. A copy writer has the ability to write—but he writes out of a knowledge of the facts of the situation, coupled with a knowledge of people

(the market for the product or service to be advertised).

All of which is to say that the advertising is written to a plan and the writing of the plan must precede the writing of the advertising. The plan is the result of the analysis of the situation by the marketing department, the account executive and the principals of the agency.

This in turn gives us the soundest reason for allowing the writers the final authority on the wording of the advertising. The account executive, the client, or any other person, judges the copy on the basis of: does it stick to the plan? Rather than: that's not the way I would have written it.

Much as old Aesop Glim fancies himself as a writer, he fully believes that any "good" writer can write "good" copy—if he knows the public and writes to a sound plan. Therefore, Aesop is quite ready to leave the writing to any able writer.

Indirectly, I have already indicated the qualifications of a writer: A love of writing, a knowledge of people, the willingness to write from facts—and the ability to write. Two of these qualifications rest on mental attitude; two rest on constant study. The mental attitude must come from inspiration of some kind—external or internal. The others can be taught.

I have written at length on how to write copy.* The two most important (and often most difficult) precepts are: (1) Write simply; (2) Paint pictures.

Any writer who is proud of his vocabulary or of his style is going to have difficulty writing advertising matter. But when he knows his public he will lose his pride of vocabulary and style. Any writer who writes argumentatively, who relies on reason more than on emotion, is going to have trouble. He will write successfully when he can paint word pictures and convince a reader without apparently attacking his reasoning.

There is always the question be-

fore the house as to how many accounts one writer can work on—successfully. We can say that it depends on the accounts. Or we can say arbitrarily—five.

Personally, I don't see how any writer can concentrate all his time and efforts on one or two accounts—without the highest probability of his going stale. On the other hand, he cannot be solely responsible for the production of all copy, according to schedule, of a large number of accounts—without skimping the job. Some agencies assign copy jobs according to jobs current—one or more advertisements needed in the near future are assigned to any writer available who is competent to tackle them. This is surely the maximum effort toward keeping writers fresh and versatile—the opposite extreme from having each writer concentrate on one or two accounts. And I believe it to be the most advisable where the size of the staff and the number of accounts permit it. This method of course presupposes that it will not be the writer who is primarily responsible for keeping track of schedules of insertions on specific accounts. Some traffic clerk, production detail department or the account executive would need to be responsible.

One or two principles for training young copy writers may be suggested. Primarily, they should work on assignments which are not rush jobs. For they must learn by the trial and error method. Give a young writer a few do's and don'ts at a time. Then assign him a job to write. Criticize the job first in terms of the facts of the advertising plan according to which he is writing; then in the light of the do's and don'ts he has already been told. Then give him some new ones—particularly such as are immediately applicable. Then let him rewrite the text in the light of your criticisms. Let him rewrite it until it is usable.

There are two advantages to this method. First, he acquires a sense of progress and mild achievement—as he sees an advertisement he has written actually appear in

*See PRINTERS' INK for Sept. 26 to Oct. 31, 1929; also see "How to Criticise Copy and Layouts" in the issue of Jan. 23, 1930.

Morning Leadership

In the Largest Market On the Pacific Coast

The Los Angeles Times has more morning circulation, both in the city of Los Angeles and in the surrounding 40-mile zone, than any other Los Angeles newspaper.

Times morning circulation not only stands first in the sheer quantity of copies printed and sold, but when this circulation is translated into actual consumer coverage, its morning supremacy is overwhelming.

92% of The Times 40-mile circulation is delivered to people's homes by its own carrier-system, and in addition 5% is distributed by independent carriers and dealers.

In the number of homes to which delivered—and consequently in the number of adults reached—Times circulation vastly exceeds every other Los Angeles newspaper circulation, morning or evening.

Times leadership is not a static leadership, but has the dynamic quality of growth. As compared with a year ago, the Sunday Times gained 16,451, or the largest Sunday circulation gain on the Coast; the daily Times gained 8,107, or approximately twice the gain of any other Los Angeles week-day newspaper.

Los Angeles Times

Eastern Representative: Williams, Lawrence & Creamer Co., 260 N. Michigan Blvd., Chicago, 285 Madison Ave., New York. *Pacific Coast Representative:* R. J. Bidwell Co., 742 Market St., San Francisco. White Henry Stuart Bldg., Seattle.

print. Second, he can hardly learn by seeing you take his first effort and rewrite it—any more than he could learn penmanship by simply looking at the copy book examples. He must learn by trial and error.

The beginner might do well to adopt this attitude, when submitting his efforts to a superior: you can't change what I have written without teaching me something new. In other words, each piece of writing the beginner submits should have in it, so far as he can possibly remember, all that he has been taught to date.

Firestone Tire & Rubber Advances Clarence Morr

Clarence Morr, for the last eight years trade sales manager of the Firestone Tire & Rubber Company, Akron, Ohio, has been made sales manager. He has been with the wheel and rim distributing department since 1916. In his capacity as sales manager, Mr. Morr will also have charge of manufacturers' sales.

Frank Rinn Joins Columbus "Dispatch"

Frank Rinn, for the last four years director of publicity of the Buffalo, N. Y., *Times*, has been appointed to a similar position with the Columbus *Dispatch*. He succeeds R. L. Zalk, who has been made advertising and sales promotion manager of the Wolfe Shoe Corporation, Columbus.

R. L. Polk Acquires Charles Paist Company

The Charles Paist Company, Philadelphia, direct-mail service, has been acquired by and is now a division of R. L. Polk & Company, Detroit. George Raley is manager of the Philadelphia division.

Travel Account to Kirtland Engel

The Cosmopolitan Travel Service, Chicago, has appointed The Kirkland-Engel Company, advertising agency of that city, to direct its advertising account. Newspapers in the Middle West will be used to feature the company's tours.

Death of W. A. Douglass

William A. Douglass, who represented *The Iron Age*, New York, in an advertising capacity on the Pacific Coast for a number of years, died recently at Berkeley, Calif. Mr. Douglass, who was seventy years old, retired two years ago.

Start "General Motors Dealers News"

General Motors Dealers News has begun publication at Chicago as a monthly magazine devoted to dealers in General Motors automotive lines. The General Motors News Company, publisher, is not connected with the General Motors Corporation.

Edward T. Bailey, former publisher of *Chevrolet Dealers News* and at one time Western manager of *Ford Dealers News*, heads the new organization as publisher and editor. John Wood, formerly with the Western staff of the Macfadden Publications, is business manager. Philip Gray, who previously headed his own advertising business at Chicago, is advertising manager. The company's address is 203 North Wabash Avenue.

Denver "Rocky Mountain News" Advancements

M. F. Riblett, for the last three years advertising manager of the Denver, Colo., *Rocky Mountain News*, has been made business manager of that newspaper.

C. Parkhill Harvey, who has been with the business department of the *News* in charge of national advertising, has been made advertising manager. Con Hecker, of the advertising staff of the *News*, succeeds Mr. Harvey.

J. A. Callahan to Publish St. Louis "Times"

James A. Callahan, formerly publisher of the Seattle *Post-Intelligencer*, has been appointed publisher of the St. Louis *Times*. Before his connection with the Seattle *Post-Intelligencer* he was for fourteen years with the San Francisco *Examiner*, having been successively advertising manager, business manager and general manager of that paper.

G. W. Harker, Western Manager, "College Humor"

G. W. Harker, for the last ten months a member of the Western advertising staff, at Chicago, of *College Humor*, has been appointed Western advertising manager. He was previously with the national advertising department of the *Chicago Herald* and *Examiner*.

C. H. Mayer, Business Manager, San Francisco "Examiner"

Charles H. Mayer, acting business manager of the San Francisco *Examiner* since November, 1928, has been appointed business manager of that newspaper.

Detroit Union Produce to N. W. Ayer

The Detroit Union Produce Terminal Company, Detroit, has appointed N. W. Ayer & Son, Inc., to direct its advertising account.

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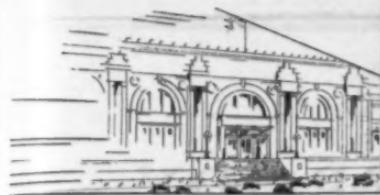
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"...but he has a book"

by Idwal Jones

(Book Editor of the New York American)

I feel like throwing a book every time I hear that ancient crack. But, applied here, perhaps it isn't exactly inappropriate. I understand some people—advertising people, I believe—think most American readers "have a book", and wouldn't know what to do with another. Maybe. But I suggest they consult some of the leading publishing houses. There must be a reason why sales managers get so excited when I warn my readers that a certain opus is just so much besmeared paper—and why they're so expansive when I predict best-seller honors for the season's leader. Or those who are skeptical about the character of the American's circulation might help me answer my correspondence sometime. It's not so difficult to recommend the year's best biographies—but it's a real task to plan a library for a talk-poor society matron and an intellectually-curious shop girl in the same afternoon. Gauging the American's circulation by its book-news readers, I'd say that it strikes a pretty high average of intelligence, taste and income.

THE

NEW YORK AMERICAN

PUT YOUR MESSAGE BEFORE THE MODERNS

SOMEBODY IS MAKING SALES



OUR business is a barometer of the faith that more than 100 advertisers have in the future of their sales.

People who are wondering what busi-

Ba

ness is thinking will find significance in the following fact:

During the first four months of 1930 the advertising placed by us for our clients exceeded by 25% the amount placed in the same period for 1929. And 1929 was a banner year.

"The time to push your sales and advertising," said Roger Babson the other day, "is when others are irresolute and inactive!"

Batten, Barton, Durstine & Osborn
INCORPORATED
ADVERTISING

383 Madison Avenue, New York

CHICAGO: McCormick Building · BOSTON: 10 State Street

BUFFALO: Rand Building · PITTSBURGH: Grant Building

MINNEAPOLIS: Northwestern Bank Building

A Precision Tool For Skilled Advertisers

The axe, the hammer and the chisel once sufficed for man's limited needs. They still have their place in our production schemes.

But man's complicated and growing requirements call for more tools and more specialized tools. Precision is the only guarantee of effectiveness with economy.

And so in advertising. The most effective media are those with precise characteristics. In the hands of skilled workmen they give maximum performance with minimum waste.

THE BUSINESS WEEK is a precision tool for advertising to business and business men—to those businesses that are making our economic history; to those business men who are admittedly the most important people in America.

THE BUSINESS WEEK

The Journal of Business News and Interpretation

NEW YORK • CHICAGO • SAN FRANCISCO • DETROIT
ST. LOUIS • PHILADELPHIA • BOSTON • CLEVELAND
GREENVILLE • LOS ANGELES • LONDON

MCGRAW-HILL PUBLISHING CO., INC.

Lay-Offs and Their Prevention

The Close Connection Between Adequate Advertising, Sound Marketing and Steady Employment Indicated by Recent Utterances

By Roy Dickinson

IN the past this has been the rule in every unemployment crisis: Industries in which advertising was a definite part of the sales policy, and individual companies which used advertising to aid in marketing, had a better record in percentage of personnel employed than non-advertisers.

Even though figures in New York State show a loss of 1½ per cent in April, making a 10 per cent decline in jobs since October, the country, as a whole, seems happily to be gradually emerging from a bad unemployment situation. We are now at the stage where every man added to a pay-roll means one more step toward normal business.

It would seem logical for any man interested primarily in advertising to suggest that a more intensive use of this business builder can be of special benefit right now. Not only does advertising iron out seasonal valleys, develop new products and accomplish other results working toward continuity of employment, but it also stimulates purchases among people who are not laid off, at a time when such purchases are greatly needed. It would be logical for a writer in a publication for advertisers to say these things. But when from sources outside the field of selling and advertising we hear practically the same thing and when such remarks are based upon an intensive study of the situation, they have far greater significance than if they came from one inside the industry.

The National Industrial Conference Board, made up of manufacturers in many lines of industry, has just completed a study entitled, "Lay-Offs and Their Prevention." This study points out that more than half of the many companies which reported their procedure to the Board, named seasonal fluctuation as the chief cause for lay-offs. The fruit and vegetable canning industry, de-

pended upon growing crops which mature within a comparatively limited period, and the apparel industries, largely dependent on style factors, are typical examples.

But the Conference Board also reports that many methods to counteract employment fluctuation are being devised. And then it issues these significant paragraphs:

"To manufacture another product which utilizes the same machinery and personnel employed for the major product, has been a solution in some instances. Thus a company manufacturing crackers has filled in a period of depression just before Christmas by making candies and a mid-summer depression by manufacturing ice cream cones, while a company specializing in tire fabric has gone into the manufacture of finer grades of drapery and dress goods.

"Intensive advertising and sales effort are other preventive measures which in some measure change the consumption habits of the public and thus help to assure an even flow of production and with it the retention of a fairly permanent working force throughout the year."

It is almost impossible for any company to utilize the same machinery and personnel employed for the major product to produce and sell a side-line for off-season production, unless it advertises that side-line.

More Than Academic Interest

The advice of the second paragraph issued by the National Industrial Conference Board might seem to have only an academic interest to some manufacturers—to certain producers of radio sets and automobiles, for example. To suggest that more advertising by itself would have solved the problem of getting business for some producers in these fields would be foolish. But, in the first place, these industries were getting at

least their full share of the consumer's dollar, and the fact remains that several leaders in both fields with new merchandising plans and increased advertising have managed to work wonders in the last few months.

A fact not generally known is this: There have been no lay-offs whatever in the plants of four of the best known national advertisers who increased their advertising during the first three months of 1930.

It is a matter of regret to me that what I consider an exaggerated sense of modesty prevents these companies from describing their present condition of 100 per cent employment. But it may be said that the Procter & Gamble plan of guaranteed employment described so interestingly by R. R. Deupree in the pages of *PRINTERS' INK* a few weeks ago, is not the only case in the grocery specialty field. A manufacturer long known as the producer of a seasonal product, by freshening up the product and adding new talking points, has been able to maintain a 100 per cent working force during the period. Two others show an increase in sales for the first quarter and 100 per cent employment. A few days ago, also, an advertising agent showed me figures he had compiled for his list of accounts. All of them had worked out new talking points and increased their advertising. All showed increases, for the first period of 1930 over 1929, of from 12 to 34 per cent.

Spend Last Year's Profits

Miss Frances Perkins, industrial commissioner of New York State, caused some discussion at the start of the present period by a frank statement on unemployment in New York. She has been very close to the unemployment problem for many years, has talked with leading manufacturers in her State and has made a close study of methods being used by those firms where continuous employment is the rule rather than the exception. She makes the following suggestions to business men for preventing lay-offs:

"They should spend last year's

profits, if necessary, in stimulating this year's trade so as to insure next year's profits.

- (a) In plant expansion and extension building programs.
- (b) In advertising and salesmanship.
- (c) In reduced prices to stimulate buying.
- (d) In organization of a buying campaign by advertising and by every other known means that people who have property and income will buy now when it will stimulate trade and be useful.

"They can manufacture for stock staple articles and items which have no great fashion fluctuations. Even if this manufacturing is done without immediate profit, it will make profit in the end, as it stimulates the power of the wage-earners to buy in other lines. Merchants can help in this by placing their orders for staple articles long in advance so that the manufacturer may not be compelled to carry the burden blindly."

And then she makes these specific suggestions, based upon the study of individual plant operations:

"Diversify the product of a manufacturing plant and an industry so that from the same overhead and with the same force of workers there may come a variety of products with different seasonal fluctuations and marketable at different times.

"Develop in every plant certain lines which can be manufactured for stock in seasons of low orders and some lines which have a novelty or fashion character for their effect in stimulating trade and filling in other seasonal slacks.

"Put a price reduction on all annual orders for staple products so as to stimulate known market development, storage service and delivery service of such products to meet the needs of the retailer with limited storage space.

"Time the introduction of labor saving machinery and methods so that such introductions come concurrently with expansion in the manufacturing program of the individual plant, the introduction of new lines in the same company or



Assets—acres of land, mountains of

brick and stone, rows of machinery, stores of material and stock on hand, cash in the bank and bills receivable. All these are tangible, material things with a price, a cost, and a sale or replacement value. And beyond these the old-time banker, the bond owner and sometimes the stockholder, never went. But today the term has a new value, a margin for intangibles, a reservation beyond plant appraisals and cost sheets. The banker and the investor know there is something more; that a firm's assets rightly include the shelves of its dealers, the habits and confidence of its customers, and a little gray cell which is memory in the minds of the multitude. What is the replacement cost of a good dealer, a satisfied repeat customer, an acquaintance and familiarity on the part of the public? Reckon these, and the firm's stock is no longer priced at twelve times earnings. Reckon these, and a company's value is not set by material items. Reckon these, and a firm's future is not

prescribed by its annual statement. Reckon these, and the business without them is poor + + + These new assets rest first upon that ancient requirement of a good product, a worthy service. Beyond this first principle come only the fortunate twins of time and advertising; and of the two, advertising alone is the substitute for time + + + Here in New York are millions of people. They learn quickly, adapt themselves easily—and forget quickly. Here are worlds of buying power, aeons of good-will—*on tap*. Here is the greatest and quickest market in all time for almost everything. And here is *The News*—daily habit of millions. Some member or members in seven of ten families are its daily customers and confidants. It fits their time, their taste, the circumstances of their lives. Its small-size page fits their hand and optic focus, easy avenue to their eyes and minds. Its audience is the majority of your current or possible customers. And its cost represents new value for the advertising dollar + + Reckon all of these — and what advertiser in New York can afford to be without *The News*?



THE NEWS, *New York's Picture Newspaper*

Tribune Tower, Chicago

Kohl Building, San Francisco

220 EAST 42nd STREET, NEW YORK

expansion in closely related industries. In this way men displaced by improved machinery can be absorbed automatically without the misery of unemployment.

"Do your industrial planning with a view to the integration of production with marketing plans, so that there will be no overproduction without a market.

"Let every industry carry the cost of its own fluctuations and instability out of a special unemployment reserve fund.

"Above all, recognize the importance of the wage-earner market and develop the wage-earner market by steady work, short hours and good pay.

"Plans of the sort suggested above have been put into effect successfully by such firms as, Procter & Gamble, Dutchess Bleachery, Hills Brothers, Knox Hat Company, Joseph Feiss of Cleveland, Eastman Kodak Company of Rochester, Leeds and Northrup of Philadelphia, McCormick Harvester Company, etc."

Every time a manufacturer puts into effect a logical plan to cut down seasonal unemployment—every time he adds ten, twenty, or one hundred men at the present time—it is a matter of news. I make the suggestion that there is good consumer or business-paper advertising copy as well as news in every one of these actions. I suggest that the advertising departments of firms which have done a good job in the unemployment situation through which we are now happily emerging, consider the advisability of using some of this as advertising copy. It would do a great deal of good at this time. The suggestion might also be used by some of the news-reel producers. If big employers were shown in a talking film in a three-minute description of a plan they had used to add a few men or to prevent laying off men, it would be at least as interesting to the audience as seeing a girl break a bottle of grape juice over a new yacht, or hearing the foolish lisp of Miss Universe in a one-piece suit as she tells how it feels to be the most beautiful girl in all creation.

Harper & Brothers Buy "Polo"

Polo, Chicago, has been purchased by Polo Magazine, Inc., a subsidiary of Harper & Brothers, New York, from the Quigley Publishing Company, Chicago. It will be published hereafter from New York. Commencing with a June issue, a new format will be adopted and the page size of the publication will be increased to 672 lines, four columns, twelve inches long by two inches wide. Peter Vischer will continue as editor of *Polo*, which will broaden its editorial scope to include articles on hunting, yachting, real estate, etc.

The advertising department of *Polo* will be under the direction of Charles B. Parker, advertising director of *Harper's Magazine*.

N. E. Horn to Join Wellington, Sears & Company

Norman E. Horn has resigned as general sales manager of the Proper-McCallum Hosiery Company, Inc., Northampton, Mass., to become associated with Wellington, Sears & Company, New York and Boston. He will join the New York office of Wellington, Sears on May 19. Mr. Horn, who has been with the McCullum organization since 1924, was previously assistant general sales manager and advertising manager of the Winchester Repeating Arms Company, New Haven.

G. C. Hubbs with McCandlish Lithograph

George C. Hubbs, at one time sales and advertising manager of the Pierce-Arrow Motor Car Company, Buffalo, has been made Western sales manager of the McCandlish Lithograph Corporation, Philadelphia.

Appoints Krichbaum-Liggett

The Cleveland Range Company, Cleveland, manufacturer of food service equipment, has appointed The Krichbaum-Liggett Company, advertising agency of that city, to direct its trade-paper and direct-mail advertising.

Joins Cleveland "Plain Dealer"

R. G. Flindall, formerly with the *Chicago Post*, has joined the Cleveland *Plain Dealer*, as financial advertising manager.

To Represent "The Grade Teacher"

Harr Wagner, publishers' representative, San Francisco, has been appointed Pacific Coast representative of *The Grade Teacher*, Boston.

Appoints Sun Agency

The Safety Belt Lacer Company, Toledo, has appointed the Sun Advertising Company, of that city, to direct its business paper and direct-mail advertising.

Corsets . . .

CORSETS, brassières and related commodities are highly styled items. Furthermore, from their nature they are intensely personal commodities. The consumer buying them requires and accepts an unusual amount of advice from the retail sales person, who thus influences the sale to a very considerable degree. Hence the importance, to a manufacturer, of having the retailer's support and cooperation. This means the active good-will of a considerable number of persons, from the president and merchandise manager who authorize all purchases, to the buyer who makes detailed selections and the sales girls whose final word can make or break a sale.

To secure and to hold the good-will of so many people in these days of frequent style changes and hand-to-mouth buying means contact steadily repeated at almost weekly intervals. Personal contact through sales representatives is extremely helpful and useful. But personal contact on such a scale is prohibitively expensive. Some means must be found to effect the same result at less cost per impression.

Such a means is offered by the Fairchild publications, and in particular by the two which sur-

THE FAIRCHILD

3 EAST 13th STREET

DAILY NEWS RECORD MEN'S WEAR FAIRCHILD TEXTILE-APPAREL ANALYSES
FAIRCHILD'S INTERNATIONAL (PARIS) RETAILING STYLE SOURCES

and Contact

pass all other publications in coverage of the department store and specialty shop field.

WOMEN'S WEAR DAILY, the great Fairchild newspaper of the textile-apparel trade, covers every important outlet for things that women buy. It is followed with that intensity of interest which only a daily newspaper can command. Its pages are a primary medium for reaching department store and specialty shop personnel.

STYLE SOURCES, the Fairchild semi-monthly magazine of fashion and fabric, has the largest circulation of any magazine in its field—a circulation built on vividness of presentation and authenticity of information. In combination with **WOMEN'S WEAR DAILY** it offers substantially perfect coverage of the real buying power in the department store and specialty shop field.

* * *

The Fairchild Market Research Bureau is at your service, to tell you whatever you may need to know about the marketing conditions affecting this or any other commodity in the textile-apparel field. The inquiries of sales and advertising executives will be welcomed.



PUBLICATIONS

NEW YORK, N. Y.

WOMEN'S WEAR DAILY

FAIRCHILD TRADE DIRECTORIES

FAIRCHILD BULLETINS (LONDON—PARIS)

MAN and his clothes (LONDON)

May 15, 1930



**The Man
who uses only
one oar to
row a boat
doesn't make
much progress!**

*Nor can advertisers COVER
a TWO-newspaper market
with only ONE newspaper*

**Advertisers who
know that one
newspaper is not
enough in Milwaukee**

**6 The Great Atlantic
& Pacific Tea Co.**

For 8 years A&P has used the News. During 1929 it NEARLY DOUBLED its lineage over 1928 with 99,192 lines!

**To Cover
Adequately
the
Two-Newspaper
Milwaukee
Market . . .**

"YOU NEED THE NEWS"

WISCONSIN NEWS

MILWAUKEE

"Ask the Boone Man"

Advertising Affiliation Adds New Member Club

Niagara Falls Club Brings Total to Eight—Francis B. Frazee Elected President

AT its twenty-seventh annual convention, held at Buffalo, N. Y., last week, the Advertising Affiliation voted membership to the



Francis B. Frazee present as guests of the Affiliation.

There were five sessions, which were addressed by fifteen speakers. The following highlights from the speeches indicate the subjects up for consideration:

General business: Unemployment and deflation in prices for raw materials are both evidences of an approaching bull market, in the opinion of Paul Clay, vice-president, U. S. Shares Corporation. He explained that these factors both come at the tail end of periods of depression, and instead of being looked upon as harbingers of hard times, really are optimistic signs that depression has run its course.

Joseph F. Melia, publisher of the New York *American*, discussed the power and functions of the International Bank as an influence in stabilizing business. J. C. Penney reviewed the chain-store situation in a general talk on economic changes that have taken place in retail merchandising.

Plans, art and copy: "What is advertising—an art, a profession or a business?" asked Lee Anderson, president of Advertisers, Inc., Detroit, in a discussion concerning the psychology of the advertising

man. "We labor in a realm not unlike that of philosophy," he said. "We may read and study; we may experience and collate all that has gone before, but we are every day pioneering.

"We may set down our experiences in fullest detail, and yet with no assurance that the next man who tries to guide his conduct by our experience and our success or failure may not come out an absolute cropper.

"But we can keep our minds definitely upon the ideal status which we wish our vocation to attain," Mr. Anderson continued. "Only within ourselves is it possible to establish advertising clearly, either as a profession, as an art, or as a business."

The keynote of new developments in American art, in the opinion of Frederick J. Suhr, is simplicity in style and design. "Watch the young folks," he cautioned, because they are the leaders in bringing about a change in American expression. Under their leadership, he said, America is going through the most marvelous changes in the history of the world, as is reflected by the rapid succession of new styles in clothes and furniture.

There should be more of the spirit of friendliness in advertising, in the opinion of Carleton L. Spier, of Batten, Barton, Durstine & Osborn. "Boasting and blatancy are attributes of childhood," he said. "When your business has reached its majority, should it still employ the language of adolescence? Advertising is largely persuasion, so don't think you have to talk about your product to make the public think well of it.

"You are trying to create a certain state of mind. What you say and what the reader thinks are two entirely different things. The difference between what he perceives and what he apperceives is

important. You see the telegraph poles in the street. You probably never notice them. What you say in an advertisement is what the reader's eye may perceive. What his mind apperceives has to do with his mental cogitations."

One session each was given over to direct-mail advertising and retail merchandising.

The annual banquet received two important messages: One from Rev. Captain W. G. Martin, who as the official representative of the Canadian government, brought a personal message from Premier Ferguson of Ontario. The second message was a plea that government bodies make greater use of advertising. This idea was stressed in a talk by Attorney General Hamilton Ward, of the State of New York.

Government, he said, has become the biggest single business in the United States, a business which reaches into every activity of life. This huge business does not advertise and those whom it serves must get their general information from some occasional executive message or treasury report.

"In the strictly competitive business," he said, "of section against section, State against State and community against community, it seems to me that the time has come for some intelligent public advertising." If what these governmental agencies had to say was well said, Attorney General Ward believes, perhaps the attitude of the taxpayer would more nearly compare with the attitude of the stockholder of a corporation, whose business he understands, when it offers him the opportunity to take more stock below the market price.

Francis B. Frazee, of the Larkin Company, who was chairman of the committee in charge of convention arrangements, was elected president of the Affiliation. He succeeds Thomas Yull, of London, Ont. Frank S. J. Seldon, Hamilton, Ont., was elected first vice-president. Ralph Barstow, Rochester, was elected second vice-president. J. Jay Fuller, of Buffalo, again was re-elected secretary-treasurer.

Hamilton was chosen as the meeting place for the next convention in accordance with the policy that every other convention be held in Canada.

Apple Account to Henri, Hurst & McDonald

Apples for Health, Inc., has appointed Henri, Hurst & McDonald, Inc., Chicago advertising agency, to direct its advertising account. This organization, which is also known as the National Apple Advertising Association, was recently organized with an increase in the consumption of apples through advertising and merchandising their health properties as its objective. Paul Stark is its president and E. C. Wolcott its executive secretary.

The campaign will begin in the late fall of this year. Newspapers, magazines, farm publications and radio advertising will be used.

New Accounts with Whipple & Black

The advertising accounts of the Styers Sound System and the Sheiber Manufacturing Company, both of Detroit, are now being handled by Whipple & Black, Inc., Detroit advertising agency. The Styers Sound System company manufactures amplifier systems for public buildings and the Sheiber company manufactures automotive parts.

Maxim Silencer Appoints Kastor Agency

The Maxim Silencer Company, Hartford, Conn., has appointed the H. W. Kastor & Sons Advertising Company, Inc., New York, to direct its advertising account. This appointment is effective June 1. Magazines and business papers will be used.

R. L. McMillan with Stedfeld Agency

Robert L. McMillan, for the last two years with Young & Rubicam, Inc., New York advertising agency, and prior to that, with N. W. Ayer & Son, Inc., has joined the H. L. Stedfeld Company, New York advertising agency, in an executive capacity.

E. D. Nix with George Harrison Phelps Agency

Edward D. Nix, for seven years with the Gardner Advertising Company, St. Louis, has joined the Grand Rapids, Mich., office of George Harrison Phelps, Inc., Detroit advertising agency.

The "American Druggist" Appoints J. J. Walsh

John J. Walsh, of the Chicago office of the *American Druggist*, has been transferred to the Chicago advertising staff of that publication.

Plenty of prosperity in the midwest . . .

Here are just a few headlines from April 26th issue of Implement and Tractor Trade Journal which indicate that "times are good" with the big business farmers of the great Midwest.

•

"OMAHA LOOKS TO PROMISING SEASON"

**"Implement Men Report Brisk Ordering
with Shipments Leaving Daily"**

•

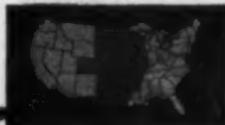
**"Colorado Is Set for Another
Prosperous Farming Year"**

•

**"Early Season Advanced Movement
of Spring Goods in Minneapolis"**

•

**"Spring Business Good—Oklahoma
Farmers Buy More Tractors"**



Capper's Farmer

ARTHUR CAPPER, Publisher
Topeka, Kansas

COVERS THE NATIONAL FARM MARKET

A New Merchandising Development—Cross-Selling

Fruit of the Loom Mills Co-operate in Advertising with Six of Their Licensees

MERCHANDISING managers of stores have been scratching their heads to develop new ideas that would promote inter-department shopping within the store. Ensemble-selling was one of the first ideas developed by merchandise men to get a larger share of each family's purchases. This did promote inter-department shopping to some extent, but was limited because ensembles had to be related and purchased as a group or as an entire unit for certain wearing or decorative purposes.

In an effort to develop more widespread inter-department selling, "cross-selling," as it is called, is being developed. Cross-selling differs from ensemble-selling in that the products involved bear a common identifying trademark, although they are not related in consumers' use as are the ensemble products. Almost any manufacturer who makes a wide line of merchandise under a family or single trade name where the products are sold in several departments is a candidate for cross-selling. Probably the most perfect example of cross-selling exists in the textile field.

Fruit of the Loom Mills have been developing over a period of years their Licensee Plan to develop and control a market for re-manufacture of their fabrics, in addition to sale over the counter as piece goods. The trade-mark is one of the earliest and best known textile



"Thousands of Women Now Control Their Buying Problems by This Simple Method" Was the Heading of the Advertisement in Which This Appeared

labels. For years it was the trade name for a certain quality of muslin. It was then extended to other fabrics, but all these fabrics were still staple merchandise.

Even at this stage a franchise was given to certain manufacturers to use such staple Fruit of the Loom fabrics as muslin, long cloth, nainsook, cambric and sheeting, and to attach the identifying label to the remanufactured articles. In order to exercise a control over the use of the label by licensed manufacturers, it was necessary to set up stand-

ards of workmanship, styling and quality. It was important to appoint manufacturers who sold goods at certain price levels—not too high and not too low. It was important that these licensees should maintain an active form of promotion and selling and that they should co-operate with Fruit of the Loom Mills in the smallest detail so that the finished articles bearing the label would measure up to all standards.

The first licensees manufactured sheets and pillow cases, mattress covers, ironing board covers, pillow protectors, aprons, uniforms, and other household articles and wearing apparel made of bleached goods. Since the majority of these articles were sold in one or two departments, no effort was made to develop cross-selling. There was no real need for it; the articles

February 8, 1930

Waterman's

Liberty

Truly patrician

... this new Waterman's...
the pen for color, craftsmanship
and writing.

It comes from the older family of fountain pens in America, and lives up to its perfect heritage of broadcasing and user-dependability under all circumstances. Smooth and cushioned as the skin demand. You may choose from five attractive versions in Nickel, Jon, Onyx, Emerald and Turquoise; \$10. And music your choice with an automatic pencil; \$1.

While you're looking at this truly patrician pen of Waterman's ask also to see Waterman's two emblematic Pens with the specially-keyed pen points . . . the No. 7 with seven points . . . the No. 5 with five points. And don't forget that every fountain pen writes better if you use Waterman's ink.

Every Waterman's is guaranteed forever against defects. Service facilities are maintained at the addresses below for the purpose of making good our guarantee and for servicing our pens or repairing them.

L. E. Waterman Company
101 Broadway, New York • 129 1/2 State St., Chicago
40 Federal St., Boston • 249 Market St., San Francisco

O N E T Y

THE FINEST PEN MANUFACTURERS
IN THE WORLD

Waterman's advertising is prepared by Calkins & Holden, Inc.

SINCE 1926, Waterman's famous pens have been writing their way into the hearts and hands of an ever growing Liberty audience . . Again, in 1930, a series of distinctive pages in color will carry the smooth-flowing Waterman's message to more than 2,400,000 modern, expressive families!

Liberty

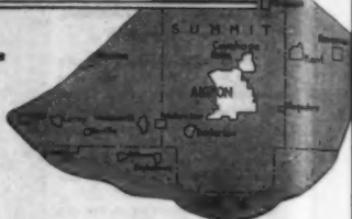
and Weekly for Everybody

"Almost 100,000 short story efforts received by Liberty from readers in a 6 months period!"

The AKRONARIA

*-The area of
Akron's Business Influence*

BEING a compendium of useful information about Akron and Akronaria, published E.O.W. as a part of "Printers' Ink" by the Times-Press, of Akron, Ohio.



VOL. II, NO. 8

MAY 15, 1930

THE TIMES-PRESS

1930 CENSUS REPORT

THE 1930 Census reports Akron's population at 253,653, a gain of 45,218 inhabitants in the last 10 years—and census supervisor James A. Corey declares additional names may bring the final count to 255,000.

Greater Akron's population is 300,832. Largest suburbs, Barberton and Cuyahoga Falls, have 23,932 and 19,522 residents, respectively.

Practically assured of fifth place among Ohio cities, Akron should boost its standing among cities of the nation. Akron's Summit county is probably now the third most populous in the state, surpassed only by Cleveland's Cuyahoga and Cincinnati's Hamilton.

The United States Census bears out the fact that Akron is a rapidly growing major market—a market where consumers are thick and easy to reach.

If you want profits in 1930 intensify your sales efforts

here in Akronaria and in Akronaria's favorite newspaper—The Akron Times-Press.

451 BALLOTS A DAY

THAT'S the number of ballots cast at the recent Times-Press prohibition poll. And no stamped envelopes or business reply post cards were used.

A 2-column x 4 inch ballot ran in The Times-Press for 8 days. 3,610, an average of 451 ballots a day, were filled out and returned at postage cost of 2 cents a vote.

Vote—And Check Digest Poll (CONFIDENTIAL BALLOTT)	
<input type="checkbox"/>	1—Do you favor the continuation and strict enforcement of the Eighteenth Amendment and Volstead Law?
<input type="checkbox"/>	2—Do you favor a modification of the Volstead Law to permit light wine and beer?
<input type="checkbox"/>	3—Do you favor a repeal of the Prohibition Amendment?
Name:	
Street:	
City:	
State:	
Mail: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
The majority of voters will be likely to support amendment 1—Do you favor the continuation and strict enforcement of the Eighteenth Amendment and Volstead Law? Other answers will be counted for you more than	

. 3,610 returns

Here is evidence of Times-Press reader responsiveness—a response available to all advertisers who tell the story of their merchandise to Akron people in The Times-Press.

The Akron Times-Press

A Scripps • Howard Newspaper

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVE., N. Y. C.



MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of
MEDIA RECORDS, INC.

CHICAGO . SAN FRANCISCO . LOS ANGELES . DALLAS
DETROIT . PHILADELPHIA . BUFFALO . ATLANTA

were somewhat related and, in fact, no one thought of it.

As style became a more important factor in textiles, Fruit of the Loom Mills remodeled its finishing plant and put in new equipment to dye and print fabrics. The first expansion in this direction was a single line of printed fabrics called Fruit of the Loom Prints. This not only opened up new avenues among piece-goods departments, but provided the means of appointing additional licensees who use the Prints in dresses, children's clothes and men's shirts.

During the last three years, since the Prints were introduced, other new style fabrics were added to the line until today the old label has been modified by inserting the word "Fabrics" and that label appears on a wide line of fabrics ranging from the old stand-by Fruit of the Loom muslin to sheer printed voiles, sports broadcloths and rayon fabrics. The development of these lines has opened up innumerable opportunities to appoint new licensees.

A special label was developed, woven in full colors on cloth. These are issued to licensees in numbers proportional to their production schedules. These labels are standard in form and shape, but each licensee is permitted to have his own brand name woven as part of the label at the top in a standardized form.

In many fields where these licensed manufacturers operate there is practically no advertising. So, for example, in the cutting-up trade this double guarantee makes the product immediately a recognized trade-marked article, although the name of the manufacturer is not known to the consumer.

Cross-selling is a plan of linking with a common identifying trademark unrelated merchandise of a common denominator. In this instance, the common denominator is Fruit of the Loom Fabrics and the common identifying trade-mark is the Fruit of the Loom trade-mark. This opens the door wide to the new plan which has been launched this year to promote and develop cross-selling in its widest form.

Thirty-two licensed manufactur-

ers making over fifty different products sold in sixteen different departments as figured in modern department-store practice form the basis for the campaign for 1930. Besides household articles, such as sheets and pillow cases and mattress covers, there are curtains and bedspreads and numerous other products outside the apparel field—such as umbrellas. There are all sorts of women's clothes, from underwear and night wear to dresses and smocks. There are children's clothes, boys' clothes, babies' clothes and men's apparel, ranging from shirts to bath robes. There are even industrial users, but they are not incorporated in this program.

Within certain price levels there is hardly a product made of cotton goods that is not obtainable in Fruit of the Loom Fabrics and bearing the label. When a woman has had a highly satisfactory experience with one related product, she is almost an assured purchaser of other products bearing the same label. She buys on the name.

How the Products Are Advertised

Fruit of the Loom Mills have been promoting the Licensee Plan in their advertising and promotion to the trade for several years. From time to time, products of these licensees have been shown in the advertising as examples of merchandise bearing the label. In the beginning of 1929, consumer advertising was used to tell the women of America about the newer and broader meaning of the label they knew so well for generations on bleached goods. Most of this advertising was devoted to Fabrics by the yard. But in each advertisement was a paragraph that told women that if they did not have the time or the inclination to sew at home, they could buy products made up of these Fabrics, bearing the genuine label, from stores all over the country.

For 1930 this program was enlarged and extended. The licensed manufacturers were all told about promoting the idea of cross-selling and were asked to co-operate to the extent of their facilities, abilities and distribution. The May

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issue of a women's publication was selected to carry the first presentation of this message.

With few exceptions, licensees have been non-advertisers. But six of the group joined with Fruit of the Loom Mills in taking space. Each licensee paid for his own advertising; the Fruit of the Loom sales policy is to spend its entire appropriation for advertising and sales promotion to give the Fabrics and the label the widest possible meaning in the most favorable way.

In this issue of the magazine a page was taken to outline the Fruit of the Loom story with a headline that read, "Thousands of women now control their buying problems by this simple method." An illustration of a smartly dressed woman posed as though she were playing with puppets on strings—the puppets representing through six smaller figures the members of a family under various circumstances. Under the reproduction of the Fabrics label was the sub-head, "Buy where you see this label—it identifies the double guarantee that gives the utmost in style, value, utility and wear." The main copy told the story of the licensed manufacturers. In another column were listed all the types of products made under the double guarantee, and in another column was a list of the current Fabrics. The coupon provided a means of sending for the booklet, "The 1930 Fabrics and Frocks." This booklet is the second edition presenting the Fabrics in terms of made-up garments and products, some shown as garments made up at home from patterns and others shown as garments and products made by licensed manufacturers.

One of the most important phases of the advertisement appeared at the bottom just above the name slug. Here reference was made to the pages following which showed the advertisements of the licensees and called attention to their advertising. Then following in the magazine at intervals of several pages were the six advertisements of the co-operating licensees. The articles advertised included pajamas for women, blouses for boys, sheets

and pillow cases, shirts for men, mattress covers and bias tape.

To announce this advertising to the trade, a large colored broadside was produced with a drawing on the cover of a woman in shopping clothes, and the caption, "Can One Person Be Sixteen Customers?" On the next fold the same woman was pictured sixteen times, with the story of cross-selling as developed by the Fruit of the Loom licensee plan. The next fold showed photographs of sixteen different departments in a modern department store in which these products could be bought, with an insert of the same woman in each department.

On the inside spread were reproductions of the seven consumer advertisements and the story of the advertising campaign. Photographs of show windows displaying all the different types of products were illustrated. The display cards and other advertising material that went to round out the program were shown and finally a complete list of the licensed manufacturers and their addresses with the products they made.

Each store was told that to get the most out of this program it should have Fruit of the Loom products in sixteen departments, but that the plan could become operative with the products in only a few departments.

Many stores are attempting store-wide promotion during a given week without any more cooperation from Fruit of the Loom Mills or the licensees than they normally give to one of their customers. Special promotion material, of course, ties up to the cross-selling idea.

H. T. Hanson with Hoyt Agency

H. Thurland Hanson, formerly art director of The Erickson Company, Inc., New York advertising agency, has been appointed art director of the Charles W. Hoyt Company, Inc., advertising agency, also of that city.

Join Harold Cabot & Company

Henry W. Patterson, formerly with the Boston *Herald*, has been elected secretary of Harold Cabot & Company, Inc., Boston advertising agency. Eveleth Todd has also joined that agency.



You have to touch All Three Bases before you cross the plate

YOU might be the King of Swat in your business. You might be able to hit them high, wide and fancy—but if your business is the sale of a building product, you have to touch all three bases before you cross the plate to score. First, the architect, second, the contractor and third, the dealer. Miss one—you're out!

That's the rule—and while rules are made to be broken, nobody ever got rich in the building business by making it a rule to break them. It's

NATIONAL TRADE JOURNALS, INC.

National Trade Journals, Inc., 601 Fifth Ave., N. Y.—Building Division: The Architectural Forum; Building Age; Building Material Marketing; National Builders Catalog; Heating and Ventilating; Good Furniture and Decoration.

*International News Reel*

an error to let an advertising schedule miss the architect, or the contractor, or the dealer. Place their importance in any sequence you want, but dig your spikes firmly into all three markets. It can be done for \$1,000 a month.

The Architectural Forum

monthly for the architect

Building Age

monthly for the contractor

Building Material Marketing

monthly for the dealer

National Builders Catalog

annually—used daily by the contractor and dealer

Send for printed information or a representative

521 FIFTH AVENUE, NEW YORK CITY

May 15, 1930

More Companies Seek to Make Salesmen of Stockholders

WITHIN recent weeks, there have appeared in these pages reports of the plans used by General Motors, National Biscuit, Colgate-Palmolive-Peet, and Best & Co., for the purpose of encouraging stockholders to act as salesmen for the companies in which they have invested. The plan is not particularly new. There is little doubt, though, that more of these appeals found their way into the first quarter of 1930 dividend check envelopes than during any similar previous period. Very likely, current business conditions have something to do with this.

In any event, here are two more stockholder appeals. The first is by Sears, Roebuck and Co. It is signed by R. E. Wood, president, and reads:

During the year 1929, Sears, Roebuck and Co. sold nearly five million (5,000,000) ALLSTATE Tires — a splendid record.

You, as a stockholder, as well as the legion of our ALLSTATE friends, whose response made this record possible, are interested in knowing that never in all the history of the Tire Industry has such swift and brilliant success been attained by any other make of tire. I believe it constitutes one of the most amazing records in all merchandising experience.

Less than four years ago this new tire was born, and in that short space of time ALLSTATE tires have leaped from sixteenth to first place among nationally advertised tires in direct-to-the-user sales.

While the first ALLSTATE Tire offered more service and sold for less money than probably any other tire on the market three years ago, our leadership is as evident today as then. The present ALLSTATE Tire is still the better tire. It is looked upon the nation over as representing the highest standard of tire quality.

Sears, Roebuck and Co. is proud of ALLSTATE'S record and appreciates the confidence of our millions of customers whose patronage made this great success possible. We want you, as a stockholder, to know that the consistent high quality of ALLSTATE Tires is the foundation for building this marvelous success, and we would appreciate your telling your friends of ALLSTATE'S reputation for the most mileage at the least cost.

If you do not now have ALLSTATE Tires on your car, may I suggest you try them the next time you purchase tires.

The second is in the form of an illustrated folder mailed by The Nash Motors Company. The inside spread of the folder contains a large-sized picture of a Nash together with a brief summation of the outstanding mechanical features of the car. The front and back pages of the folder present a message signed by C. W. Nash, president. This reads:

We are very pleased to enclose herewith your dividend check from The Nash Motor Company.

It constitutes payment at the rate of \$1.50 per share on your stock holdings in the Company for the first quarter of the 1930 fiscal year, embracing the months of December, 1929, and January and February, 1930.

This dividend has been declared partly from surplus earnings which the management has accumulated over a period of time for the benefit of the stockholders.

Great public good-will toward the Nash product is responsible for the continued growth of your Company and for its earnings which are passed on to you in the form of dividends.

This good-will is fostered and strengthened by the ability of your Company to build a good car worthy of the confidence of buyers.

The current series of Nash "400" models are by far the finest cars and the greatest values Nash has ever created.

The sales of Nash cars can be materially helped if the stockholders, when they are considering purchasing a new car, will purchase one of the new models which the Company builds in three complete series.

Furthermore, as a stockholder, you can materially help your Company increase its earning power if you will lend your support by recommending to your friends and others that when in the market for an automobile they purchase one of The Nash Motors Company's products.

In behalf of our mutual interest we bespeak your co-operation.

Appoints Mitchell Company

The Hunter Woolen Mills, Newport, N. H., has appointed The Mitchell Company, Boston advertising agency, to direct the advertising of its robes and blankets. Magazines will be used.

To Represent "The Lion"

The W. H. Grubbs Company, San Francisco and Los Angeles, has been appointed Pacific Coast representative of *The Lion*, Chicago.

Bernice Ormerod Heads New York Women's League

Bernice Ormerod, of The Esmond Blanket Shop, New York, was elected president of the League of Advertising Women of New York at a recent meeting of its board of directors. She succeeds Elsie E. Wilson, who has held that office for two years.

Janet MacRorie, of the Public Service Electric & Gas Company, Newark, N. J., was elected vice-president. Dorothy Crowne, John Budd Company, publishers' representative, was made corresponding secretary and Sadie

G. Emanuel, advertising manager of *Commerce and Finance*, is recording secretary. Florence E. Ficke, of the Periodical Publishers' Association, was re-elected treasurer.

New members of the board of directors elected are Miss Emanuel, Miss Crowne and Crete Cochran Dahl. Miss Wilson, retiring president, was re-elected a director.

Hugo Parton with Erwin, Wasey

Hugo Parton, president of White and Parton, Inc., New York advertising agency, has joined Erwin, Wasey & Company, New York, in an executive capacity. Mr. Parton was for many years with the former George Batten Company and before that was with the Butterick Publishing Company.

It is understood that after June 1, the firm of White and Parton will relinquish its agency status and that Mr. Percival White will conduct the business as a marketing research firm.

Drake Bakeries to McMullen, Sterling & Chalfant

Drake Bakeries, Inc., Brooklyn, N. Y., has appointed McMullen, Sterling & Chalfant, Inc., New York, as advertising counsel. Drake operates bakeries in Brooklyn, the Bronx and Newark, N. J.; Providence, Boston and Cleveland. This appointment is effective July 1.

J. B. Jones Advanced by New York "Telegram"

James B. Jones, formerly manager of automobile advertising of the New York *Telegram*, has been appointed national advertising manager of that paper, succeeding G. W. Minster, resigned. Mr. Jones will retain supervision of automotive advertising, bringing that classification into the national department.



Bernice Ormerod

Talks on Styling Sales Promotion

Abbott Kimball, of Lyddon, Hanford & Kimball, Inc., on May 12 delivered the last lecture in the series sponsored by the Art Directors Club of New York. The subject of Mr. Kimball's talk was "Styling Sales Promotion Media."

"In the advertising agency field today," said Mr. Kimball, "trained good taste is an absolute necessity. An artistic understanding is also necessary for all agency work. Advertising today needs style-minded people. It needs people who 'go places and see things.' It needs people who are constantly brushing up their ideas through contact with the world of style. The really modern agency is making a study of changes in taste all over the world. It follows what stores are advertising and selling. It is studying the great interest and trends in aviation, home-decoration, textiles, cosmetics—any of which may affect later, to a certain degree, the products and the manufacture of the products of the clients the agency serves. It applies this knowledge to give the last word to the advertising it turns out."

"Style research," said Mr. Kimball, "is necessary in handling every type of advertising. In the last two years many accounts have been lost because of an agency's lack of knowledge about style and design. I believe that the advertising agency is strategically placed to promote the styling and restyling of merchandise. It is the logical link between the manufacturer and the industrial designer. Today, the advertising appeal is built in instead of being superimposed upon products. This is a great advance over former practice."

"Manufacturers should remember that every detail in their boxes, labels, letter-heads, packages, direct-mail, etc., is working for or against their companies in everyday business. It is most important that supplementary media get as much styling as the full-page consumer advertisements. It all helps to produce the one effect toward which the company is working."

G. F. Schroeder Leaves Payne-Hall, Inc.

George F. Schroeder, treasurer of Payne-Hall, Inc., publishers' representative, with offices at Los Angeles, San Francisco and Seattle, has disposed of his interest in that company. He was formerly for fourteen years with the G. Logan Payne Company at Chicago. Two years ago he purchased an interest in George H. Payne, Inc., which company later acquired a controlling interest in the Fred L. Hall Company.

Gerber Products to George Harrison Phelps

The advertising account of the Gerber Products Division of the Fremont Canning Company, Fremont, Mich., has been placed with the Grand Rapids, Mich., office of George Harrison Phelps, Inc., Detroit advertising agency.

THE CONFIDENCE OF BUSINESS

CONFIDENCE—the basis of all business, the foundation of all permanent growth—has created in Philadelphia a newspaper condition which exists in no other metropolitan market in America.

The confidence of the Philadelphia home has given The Bulletin a circulation coverage that is unique in newspaper history: A market of 572,600 homes; a circulation of 555,711 copies daily, almost entirely concentrated in this area.

The confidence of business gives The Bulletin, year after year, more retail store advertisements than all other Philadelphia newspapers, daily and Sunday, combined. The confidence of agencies and advertisers everywhere gives The Evening Bulletin, in six days, more national advertising lineage than any Philadelphia seven-day newspaper.

A great city has been won to this newspaper by thirty-four years of day-after-day performance; beginning in 1895 with a mere handful of readers; growing through a third of a century to undisputed leader-



ship in its city to a place among the great newspapers of America. A permanent growth in which premiums or prizes, coupons or circulation contests had no place, which sensational news treatment played no part.

Philadelphia, today, presents merchandising opportunity. Here America's Third Largest Market, with its annual "billion dollar" volume of retail sales, one newspaper reaches nearly every home in city and suburbs, at an unusually low cost.

THE CITY OF HOMES

In the Philadelphia Market there are 572,600 homes, and half of them are owned by their occupants. The Bulletin, with a

daily circulation of 555,711, almost entirely concentrated in this territory, reaches nearly every home in this market area.

... OF THE HOME



WILLIAM L. MCLEAN, PUBLISHER

The Evening Bulletin

City Hall Square

PHILADELPHIA

New York Office: 247 Park Ave.
Chicago Office: 333 N. Michigan Ave.

Detroit Office: 321 Lafayette Blvd.
San Francisco: 681 Market St.

Sporting Goods Trade Acts on Paid Testimonials

REPRESENTATIVES of the sporting goods industry, meeting last week in a trade practice conference under the auspices of the Federal Trade Commission, adopted a code of trade practices designed principally to eliminate abuses with regard to the use of paid testimonials. The code now goes to the Trade Commission for that body to determine whether it feels legally empowered to give the entire code, or any part of it, its official approval.

The list of disapproved practices was adopted by the conference on May 7. Practically every manufacturer of note in the field was represented at the meeting. Those condemned practices which apply, directly or indirectly, to the use of testimonials follow:

The secret giving of money or anything of value to agents of customers as an inducement to influence the employer to purchase merchandise from the donor of the gift or to influence the employer to refrain from buying the products of another manufacturer.

For any person or firm to pay or make gifts or discounts to athletic organizations, leagues, associations, athletes, or those prominent in any of the various lines of sport, to induce them to use or adopt as official only their athletic goods or equipment, unless there has been public disclosure of such relationship.

That it is unfair practice for the advertisements of any firm to contain the names of winners of competitions or the names of other prominent athletes who use the athletic goods or equipment of the firm, unless the winners or the individuals make bona fide use of the athletic goods because they sincerely prefer the product, or unless there has been public disclosure that they are obligated to use these products by contracts with the manufacturers.

To give anything of value to those occupying a position of trust, such as athletic adviser or director of athletics, upon condition that the firm's goods be recommended to the exclusion of competitors' products; provided, however, that the firm may furnish its goods to any one upon whatever terms it wishes without any conditions.

The use of the names of prominent athletes on athletic goods when the athlete did not design or endorse or himself not use such

athletic goods, when from such use of the name the purchasers are led to believe that the goods were designed, used or endorsed by the athlete.

Falsely advertising or falsely representing that a prominent athlete designed certain athletic goods.

Further Facts about Calumet Ruling

Recently, the Federal Trade Commission issued a statement concerning the dismissal of a complaint against the Calumet Baking Powder Company. This dismissal was reported on page 165 of the April 17 issue of *PRINTERS' INK*.

Since issuing this statement, the Commission has made an oral explanation in which it points out that the dismissal referred to a hot water or boiling test used by the Calumet company, and not to the so-called cold water glass test. This latter test was the subject of a cease and desist order issued by the Commission on June 12, 1929, to which Calumet filed a report of compliance which was accepted by the Commission.

Du Pont Cellophane Adds to Staff

H. J. Eiseman, formerly with the Robert Gair Company, is now with the package development department of the Du Pont Cellophane Company, New York.

F. M. Burgess has joined the advertising department of the Du Pont Cellophane Company, New York. He was formerly with The Lay Company, New York.

Changes on "Electrical Contracting"

S. B. Williams, editor of *Electrical Contracting*, Chicago, has, in addition, assumed the duties of general manager.

Victor A. Hanson, formerly Eastern field editor, has been made managing editor.

A. R. Carrington, Jr., Eastern representative, has been appointed Eastern manager, with headquarters at New York.

J. L. Rupp, Vice-President, Gould Battery

J. L. Rupp, formerly president of the Wubco Battery Corporation, Pittsburgh, has been appointed vice-president in charge of engineering and manufacture of the Gould Storage Battery Company, Inc., Huntington, W. Va.

R. W. Newhall with Badger and Browning

Roland W. Newhall, formerly art director of the American Optical Company, has joined the staff of Badger and Browning, Inc., Boston advertising agency.

“The Woman Always Pays, Chortled the Gay Wag ▶▶▶”

BUT he neglected to mention that they *also do most of the buying*. In fact, here in Greater Seattle, it's the femme's favorite sport! Because of this, and because it's the *buyer* you are interested in *selling*, perhaps a few Oh's and Ah's will greet this announcement:—75% of the Post-Intelligencer circulation comes to the conscious attention daily of Women-Heads-of-Families! They said so themselves! *That*, Mr. Abner Q. Advertiser, is *just one of the half million checkable facts we proved in our recently completed survey.* And *what a survey!* We can tell you *anything* about Seattle—such as, for instance, that 60% of the families have savings accounts, 99.43% have homes wired for electricity, 52% own their own homes, and what do you want to know? Incidentally, these recently-revealed Knight figures can help solve your own particular Seattle marketing problems. So consider this an engraved invitation, and either write, phone, radio, or come on in and see us!

SEATTLE

POST-INTELLIGENCER
A MILLION MODERNS IN THIS MARKET!

K E E P S T H E F A M I L Y

It took... 8,000 women to bake this cake

FAVORED recipes are freely exchanged in the great sisterhood of Better Homes and Gardens readers. No seekers after professional or political preferment, these, but substantial women—proud of their cooking skill—lovers of home and family.



Eight thousand proved their common interest in household arts and improvement—demonstrated their responsiveness by replying to this magazine's request for cake receipts. And what cakes they are—fluffy—fine in texture—rich and appetizing—just like the ones that mother used to bake!

Better Homes and Gardens is the key to the great home-making market typified by these women and their families. Its unique editorial appeal—tieing in with advertising pages—singles out the kind of folks whose first thoughts are of home and home improvement.

This magazine keeps the family mentally at home by suggesting ways to enhance household beauty and convenience—promote enjoyment of life. It encourages the purchase of modern appliances—new plumbing—rugs and furnishings—table delicacies. Constant improvement is stimulated—and improvement in-

LY

MENTALLY AT HOME



INTO 1,375,000
GARDENED HOMES
EACH MONTH

volves continual spending.

Better Homes and Gardens

has won its vast and eager audience without fashions or fiction. These readers—1,375,000 prosperous families—want to know about the things you have to sell. Tell your story first in

gardened homes—
for gardens are
badges of buying
power. Scores of
successful advertis-
ers have found that
results are prompt
and substantial.

BETTER HOMES & GARDENS

Meredith Publishing Company, Des Moines, Iowa

Liquor Labels May Be Confiscated

THE legal mills have been grinding out a particularly interesting grist of decisions the last few weeks. Not the least interesting is that unanimously approved by the Supreme Court of the United States and handed down by Mr. Justice Holmes and which is concerned with the enforcement plans of the U. S. Bureau of Prohibition.

Under the terms of this decision, the manufacturers and distributors of materials used in making, bottling, packaging or advertising intoxicating drinks who so offer these materials for sale as to attract those who desire them for unlawful processes, are subject to forfeiture of these materials under the terms of the national prohibition act. For example, anyone offering a supply of printed or lithographed labels with the obvious intention of attracting those engaged in the unlawful manufacture of liquor might suffer confiscation of the labels.

Seymour Lowman, assistant secretary of the treasury, speaking about the ruling, declared that the decision would probably broaden the enforcement plans of the Bureau of Prohibition. In fact, he intimated that the decision might be used as additional legal justification for the seizure of paraphernalia used in making "home brew," and it would seem that the Bureau of Prohibition might even feel empowered to prevent all forms of advertising of paraphernalia obviously offered for sale to those who unlawfully manufacture liquor.

New Accounts for Brinckerhoff Agency

O. D. Jennings & Company, Chicago, manufacturers of scales and vending machines, have appointed Brinckerhoff, Inc., advertising agency of that city, to direct their advertising account. Newspapers will be used.

The Lux-Visel Company, Elkhart, Ind., manufacturer of the Lux-Visel electric water heater, has also placed its advertising account with the Brinckerhoff agency. Newspapers and magazines will be used.

If a Specialist, the "Sticks" Would Want Him

GENERAL FOODS SALES COMPANY, INC.
LeRoy, N. Y., APRIL 30, 1930.

Editor of PRINTERS' INK:

F. H. Jones, Jr., inquires, in a letter published in your issue of April 24, as to how a man can obtain a job in the "sticks."

Mr. Jones, however, neglects to state his capabilities and mentions merely the fact that he wants a job.

In the majority of cases that is just the manner in which most men go after a job. They want their names placed on the pay-roll, but do not have any concrete information to help their prospective employer in forming an opinion concerning their ability. If Mr. Jones had stated in his letter that he was a "specialist," for example, his services would be sought after in the "sticks."

We all have had the experience of having a green newsboy attempt to sell us a paper by saying: "You don't want to buy a paper, Mister?" And, though you might want a paper at that very minute, your natural reaction is to say "No." On the other hand, the well trained, alert, big city newsboy will hold a paper upside down, so you can't read the headlines and yell at the top of his voice, "Here y' are, get your latest story—all about the big murder!" And, everyone tumbles over himself to buy a paper from him.

The moral should be obvious to Mr. Jones; instead of just asking for a job, let him tell what he can do.

I. S. RANDALL,
Ass't District Sales Manager.

Albert Jarvis with Norris-Patterson

Albert Jarvis, formerly editor of *Advertising World* and *Advertising News*, London, England, and more recently with *Marketing*, Toronto, has joined Norris-Patterson, Ltd., Toronto advertising agency.

Advanced by William Green

Ralph H. Meade, formerly assistant plan director of William Green, New York, direct advertising, has been made plan director of that organization, with Prescott K. Wadsworth as assistant in charge of research.

H. W. Belcher with National Metal Exchange

Harry W. Belcher, formerly financial advertising manager of the New York *Morning World*, has been appointed secretary of the National Metal Exchange, Inc., New York.

Joins Hurd Advertising Service

Louis J. Prevost has joined the sales department of the Hurd Advertising Service, Bridgeport, Conn. He was formerly in charge of sales promotion of The Olsen Aircraft Company.

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The job: 80,000
pocket-size books,
166 pages, 232
four-color illustrations,
two-color lined cover. The first
thousand delivered
in 10 days. The entire
order in 26
days. May we show
you the job?

OGDEN
PRINTING CO., INC.
209 W. 38th St., New York City

WXYZ



OGDEN

May 15, 1930

May

**BE SURE YOU PICK
THE RIGHT TUBES**

FOR

BOSTON'S

ADVERTISING RECEPTION

—tubes may LOOK alike, but.

Your modern radio set uses different kinds of tubes. And you cannot get full reception without installing the right tubes in the proper place. Outwardly, all tubes look alike—there's but little difference between a rectifier and an amplifier—until you improperly locate them in your set.

Boston, the fourth largest market in the United States, is *that* we Outwardly it is a compact unit of nearly two million people with a thirty-minute ride of Boston's heart—three million in an hour radius.

BOSTON

METHODIST CHURCH
DULLES, VA.
DULLES, VA.
DULLES, VA.





Let this *three million compactness* is distinctly divided into two groups—and wealth or class has nothing to do with it. It is a cleavage by heredity, tradition, environment and belief. Each group, produced by years of evolution, keenly differing in habits, personal preferences and thought. Each demanding a particular type of newspaper.

Just as advertisers know that it is necessary to have the right tubes rightly located in their radio sets for full reception, so they eventually realize it is necessary to use the right newspapers to obtain full market advertising reception in Boston.

'9 They know that the newspapers of Boston serve the viewpoints of one or the other of the two groups of Bostonians. And that no newspaper serves both.

TION
but. The Herald-Traveler, which leads all Boston newspapers in total advertising lineage, differs from its three contemporaries in almost every way. It serves the group which bestows on advertisers the major portion of Boston's purchasing power. The other group of Bostonians is reached by any one of the other three papers.

And yet the advertiser's problem is less difficult than unique. He must be sure of finding the right newspapers to reach the three million market—and the Boston Herald-Traveler is distinctly the newspaper to reach the group to which the other three newspapers do not appeal!

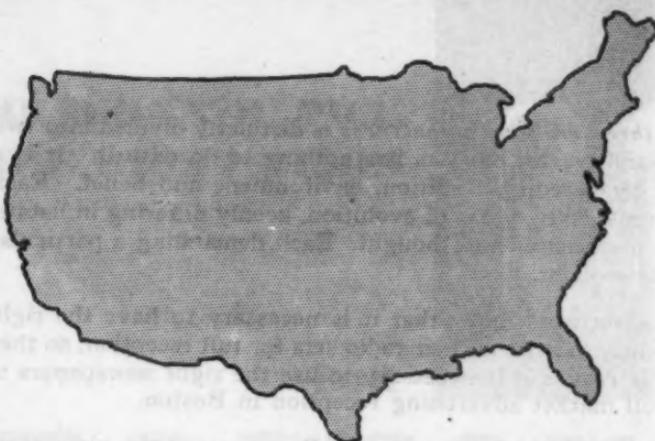
that we
For eight years the Herald-Traveler has been first in national advertising, including all financial, automobile and publication advertising among Boston daily papers.

Advertising Representatives:

GEORGE A. McDEVITT CO., New York,
Chicago and Philadelphia

TO HERALD - TRAVELER





Largest Weekly Rural Route Circulation in America

The Weekly Kansas City Star
has the largest weekly rural route
circulation in America.

In Kansas and also in Missouri
it leads ALL farm publications in
total circulation, in rural route cir-
culation and in percentage of rural
route circulation.

The Weekly Kansas City Star.

489,978 Paid-in-Advance Subscribers

That Meaningless Miscellany— The Clayton Act

With Particular Reference to Section 7 of the Act and Its Application
by the Federal Trade Commission in the Vivaudou Case

THE Federal Trade Commission has ordered V. Vivaudou, Inc., to divest itself of "its capital stock in two erstwhile competitor companies." The two concerns are the Alfred H. Smith Company and Parfumerie Melba, Inc. The proceeding is based on the Clayton Act.

That is a simple enough announcement. It doesn't sound important to anybody perhaps but Vivaudou. However, the Trade Commission has time and again displayed a faculty of burying within a simple announcement a legal point of real importance to business. Is this another one of those occasions? Let us examine the facts and see for ourselves.

Late in 1925 V. Vivaudou, Inc., contracted with the owners of all the capital stock of Alfred H. Smith Company, to purchase their stock for a stated consideration. The effect of this transaction was held by the Commission, (1) to substantially lessen competition between the Smith and Vivaudou companies; (2) to restrain such commerce throughout the United States, and (3) to tend to create a monopoly in V. Vivaudou, Inc., of perfumes, toilet waters, face powders, cosmetics and other toilet articles.

On November 10, 1926, Vivaudou entered into a contract with the Melba company under the terms of which Melba agreed to sell at a price not to exceed \$1,500,000, certain of its real property, its accounts receivable, notes receivable, stock of materials on hand, machinery, equipment, and such intangibles as trade-marks, trade names, copyrights, formulas, good-will, etc. The contract provided that Vivaudou might assign its rights to a subsidiary company then existing or to be organized later.

Vivaudou organized a corporation known as Parfumerie Melba,

Inc. To this company Vivaudou assigned its Melba contract and a sum of money. This subsidiary then continued operation of the Melba business, taking over the latter's selling organization.

The Commission held that this acquisition of Melba had the same three effects charged against the Smith company acquisition.

Commissioner Humphrey dissented. His dissent was based on two factors: This order of the Commission, he said in effect, is based on Section 7 of the Clayton Act. As such, he insisted, it cannot be sustained unless it appears that competition has been lessened to "such a degree as will injuriously affect the public." He could find no such suppression of competition.

Secondly, he pointed out that paragraph three of Section 7 of the Clayton Act specifically permits the formation of subsidiary corporations "when the effect of such formation is not to substantially lessen competition." The Vivaudou transaction in the Melba case, he declared, falls directly within this saving clause.

In their brief, among various points, counsel for Vivaudou declared that there was no dispute regarding the acquisition of the stock of the Smith company and the formation of Parfumerie Melba, Inc. It was denied, however, that these three companies were in substantial competition with each other and that therefore there could be no lessening of competition.

In their insistence concerning the lack of competition between the companies involved, counsel for Vivaudou developed a decidedly interesting point. The businesses of these companies, counsel declared, are not to be compared with those of concerns selling raw materials, or concerns selling staples like shoes. "We are here to decide," said coun-

sel, "whether there can be any real competition between merchandise, the sale of which depends on individual taste based primarily on odor."

In each of the lines made by the three companies, counsel pointed out, there runs through the entire line a distinctive odor. There is no scent or odor in any of the lines of the three companies which compares with the scent or odor of the other two. As a consequence, counsel said, when one perfume or cosmetic company takes over another, the result is not the same as when one packing house takes over another.

In the latter case, the products of the acquired company may be eliminated and the product of the parent organization substituted without considerable loss of business. This cannot be done with cosmetics and perfumes, said Vivaudou counsel, because here it is not the product itself that is being sold but the odor. "Vivaudou would have nothing to gain so far as increasing its 'Mavis' sales were concerned by taking over the Smith 'Djer-Kiss' line, because even if it eliminated the 'Djer-Kiss' line from the market, the trade theretofore held by the 'Djer-Kiss' line would not flow to the 'Mavis' line."

There is still another point: The Trade Commission charged that the acquisition of Melba and the Smith company by Vivaudou tended to create a monopoly. Yet in 1926—which is the year the Commission began looking into the matter—about \$173,000,000 worth of perfumes and cosmetics were sold in this country. Of this total, Vivaudou and all its subsidiaries sold approximately \$5,000,000. How the Commission succeeded in creating a monopoly out of that is something of a mystery—a mystery which many business executives will want to see cleared up.

If you have survived this dose of legal facts, take a deep breath and prepare for a jump into the Clayton Act in general, and Section 7 specifically. You will have to do that if you want an answer to the question: *Why has the Commission proceeded against Vivaudou when there are mergers in and*

out of the drug industry of vastly larger size?

Speaking about the Clayton Act, Abram F. Myers, when he was chairman of the Federal Trade Commission, said, in the course of a talk: "I could easily take up the remainder of the afternoon discussing this miscellany of meaningless phrases. *It will go down in history as the most carelessly drawn statute ever enacted.*"

So much for the act as a whole. With regard to Section 7—the section that Vivaudou is charged with violating—Mr. Myers said: "But Section 7 is at once the most pretentious and the most futile of all the provisions of the Clayton Act. The evil at which the section was originally aimed apparently was the acquisition of control of competitors, stock, houses and the like, and their continued operation as bogus and independent units. But no trace of that purpose is evident in the wording of the section."

The first paragraph of Section 7—the paragraph on which the Commission's order against Vivaudou is primarily based—reads this way:

No corporation engaged in commerce shall acquire, directly or indirectly, the whole or any part of the stock or other share capital of another corporation engaged also in commerce, where the effect of such acquisition may be to substantially lessen competition between the corporation whose stock is so acquired and the corporation making the acquisition, or to restrain such commerce in any section or community, or tend to create a monopoly of any line of commerce.

If you read that paragraph again, it will suddenly occur to you, if a first reading failed to suggest the idea: Why that paragraph seems to apply only when one company acquires the capital stock of another. If it buys only the physical assets, and then through some such device as a holding company retires the previously outstanding corporate securities and acquires control, Section 7 doesn't apply.

Is that reasoning correct? For authority we turn again to Mr. Myers. He said:

"The crowning absurdity of the section is that it applies only to the acquisition of capital stocks. It

Because it reached the **INFLUENTIAL CITIZENS . . .**

When the Post started its single handed fight for a new government in Cincinnati, observers said no one newspaper could accomplish such a tremendous task.

But because The Cincinnati Post is read by the thinking, influential citizens of Cincinnati . . . by the leaders in civic and business enterprises . . . by those whose thoughts and actions are followed by the masses, reform government in Cincinnati became an actuality.

And the Post, with the help now of two of the other newspapers who have since seen the light, has kept this reform government in power.

Today, Cincinnati has the reputation of being the best governed large city in the United States.

This same group of influential citizens who read The Cincinnati Post and put the new government in power, is also the group whose tastes in food, in clothes, in automobiles, in all the necessities and luxuries of life are examples for others to imitate and follow.

So, if you would make the most of the Cincinnati Market you will put The Cincinnati Post, read by 61 per cent of the families in Cincinnati and suburbs, on your list. In no other way will you reach this tremendous buying group.

The Cincinnati Post

A Scripps • Howard Newspaper

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVE., N. Y. C.



MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of
MEDIA RECORDS, INC.

CHICAGO - SAN FRANCISCO - LOS ANGELES - DALLAS
DETROIT - PHILADELPHIA - BUFFALO - ATLANTA

says nothing about the acquisition of physical assets. Thus a corporation desiring to take over a competitor without conflict with the law need only buy its physical property; or it may buy the stock and transfer the physical assets at any time before a proceeding is started; or, having acquired the stock, it may cause the subsidiary to be dissolved and its stock cancelled and leave the Commission to figure out a remedy under its limited jurisdiction to order a divesture of the offending stock."

PRINTERS' INK understands that the Trade Commission's order is to be appealed to the court. If and when Vivaudou does, it may be that the resulting decision or decisions will shed some illumination on that "most pretentious and most futile of all the provisions of the Clayton Act"—Section 7. It may also be that some needed light will be thrown on the question: When are two companies in competition? Both are consummations most devoutly to be wished.

Appoints Emil Brisacher and Staff

Blanche Cervelli, Inc., manufacturer of Deauville Beautifier, Lotus Lur Massage and other beauty preparations, has appointed the San Francisco office of Emil Brisacher and Staff to direct its advertising account. Rotogravure and black and white space will be used in California newspapers.

Death of Patrick J. Gray

Patrick J. Gray, for many years an executive in the advertising department of the Pacific Telephone and Telegraph Company, died recently. Mr. Gray, who was a member of the San Francisco Advertising Club, was also active in politics, serving both in the California Assembly and as a State Senator.

Investment Firm Appoints Campbell-Ewald Agency

Trustees System Service, Chicago, financing and investment firm, has appointed the Campbell-Ewald Company, advertising agency, to direct its advertising account.

A. V. May Joins Andrew Cone Agency

Arthur V. May, formerly a copy executive with Lever Brothers, England, and for two years with the London office of Erwin, Wasey & Company, has joined the Andrew Cone General Advertising Agency, Inc., New York.

Macfadden Publications Appointments

Lee Ellmaker, publisher of the Philadelphia *Daily News*, has been elected executive vice-president of the Macfadden Publications. He has been with the Macfadden organization for four years as vice-president and publisher of the Philadelphia *Daily News*.

Harry D. Lansing, formerly general manager of the Mt. Pleasant, Mich., *Times*, has been appointed general manager of the Greenville, Mich., *News*. Thomas F. Young, national advertising manager of the Philadelphia *Daily News*, has been appointed to a similar position with the New York *Daily Investment News* and *Detroit Illustrated*.

The Macfadden Publications have sold the Mt. Pleasant *Times* to F. H. Goodrich, its former owner.

Appointed by U. S. Rubber Company

Oliver L. Thompson, for the last seventeen years manager of the sundry department of the Davis Brothers Drug Company, Denver, has been appointed assistant general manager and general sales manager of the sundries department of the United States Rubber Company. His headquarters will be at Providence, R. I.

J. V. Love to Direct Vita-Fruit Advertising

J. V. Love, formerly advertising manager of the M. J. B. Company, San Francisco, has been appointed advertising manager of the Vita-Fruit Products, Inc., of that city. He succeeds J. A. Brodgen, who has become an account executive with the Los Angeles office of Foster & Kleiser, outdoor advertising agency.

Purchases Huntington Park, Calif., "Signal"

Manchester Boddy, publisher of the Los Angeles *Illustrated Daily News*, has purchased the Huntington Park, Calif., *Signal*. George Laws, formerly promotion manager of the *News*, has been made business manager of the newly acquired paper. Steven O'Donnell, formerly with the *News*, is editor.

Changes on Capper Publications

James Rankin, formerly circulation manager of *The Missouri Ruralist*, has been made circulation manager of *Capper's Farmer*. He is succeeded on *The Missouri Ruralist* by H. B. Pigman. E. R. McKenzie continues as circulation manager of *The Household Magazine*.

To Represent Chicago "Daily Times" on Pacific Coast

Thomas L. Emory, San Francisco, has been appointed Pacific Coast representative of the Chicago *Daily Times*.

2,000,000 BUYERS

**WAITING FOR YOUR
MESSAGE . . .**



KENTUCKIANA

CENTER OF AMERICAN MARKETS

— 2,000,000 people with money to spend.

Kentuckiana comprises one of the most fertile and most versatile markets of the Middle West.

Tobacco, grains, fruits and vegetables of all descriptions are produced in abundance. There is a surplus of natural products such as coal, gas, oil and lumber. High grade livestock is a specialty. Power is supplied to surrounding territories . . . And Louisville is the capital of this rich region.

This versatility means stability — insured prosperity. To neglect Kentuckiana (practically all of Kentucky and a large portion of Southern Indiana) in any selling campaign is to neglect steady workers, steady incomes — and steady profits.

And to cover this productive section, only one advertising medium is needed . . .

THE COURIER-JOURNAL THE LOUISVILLE TIMES

— • —

— Members Audit Bureau of Circulations —

— Members of 100,000 Group of American Cities —

Represented Nationally by The Beckwith Special Agency

May 15, 1930

May

TWO RECORDS

RUDY ROT DRAFTING
MESSAGE



THE KANSAS CITY

New York Office: 15 East 40th Street

ADN ONE MONTH

APRIL
CIRCULATION

589,074

DAILY AVERAGE

APRIL
ADVERTISING

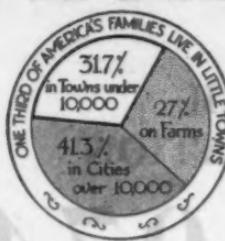
2,724,621

AGATE LINES

In April The Kansas City Star set up an all-time record in circulation and an April record in advertising. The GAIN in circulation over April, 1929, was 35,689 copies daily. The GAIN in advertising was 134,574 lines—morning, evening and Sunday.

KANSAS CITY STAR.

Chicago Office: 1418 Century Bldg.



Not all of us live in Gotham

A much-publicized drift of population from country to city in recent years has given rise to exaggerated ideas regarding the extent to which we have become city dwellers. The truth is that almost one-third of America's families live in towns of less than 10,000 population, not including farms. And for products with an everyday appeal, the small town market actually yields an even higher sales potential than its population ratio would suggest. To quote a practical example, over fifty per cent of all the motor cars in the United States are owned by people living in towns of less than 10,000 inhabitants.

What about your own merchandise? Have you ever made a scientific analysis of its potential sale in the small towns? Do you know definitely where you stand in relation to a market that includes one family out of every three in the nation?

GRIT has been read exclusively in small town homes for forty-seven years, is read today in 14,000 rural small towns (mostly east of the Mississippi) by more than 400,000 families.

The interesting things we have learned about small town citizens — their purchasing power, standards of living, buying habits — from half a century of intimate observation are yours for the asking. Call in the nearest GRIT representative or write the home office.



Home Office:
WILLIAMSPORT, PA.

Advertising Representatives:
THE JOHN BUDD CO.

Applying the Scientific Laws of Production to Distribution

Once We Get Scientific Management of Distribution Then Advertising Will Get Its Real Chance

As Told to C. B. Larrabee by

Henry P. Kendall

President, The Kendall Company

WHEN I started in business, the major problems were in the production end. Today, many industries have too much capacity—anywhere from 20 per cent to 30 per cent over and above the capacity of the market to absorb. This has shifted the business arena from the field of production to the field of sales.

We have a capacity to produce in greater volume and at lower cost than ever before in history. We have the means for distributing our products. But distribution costs too much.

We enlarge the markets for goods by offering them to people at prices they can afford to pay. Our prices comprise cost to produce plus cost to distribute. When costs to distribute are high, we limit our markets. We must, therefore, reduce our costs to distribute and cut the waste from the present distribution processes.

This amounts to the scientific management of distribution, the application to distribution of the same laws, or of laws similar to those which have been applied to production since the great contributions of Frederick W. Taylor. Yet we are told frequently that there is little analogy between production and distribution and that if there is such a thing as a technique of distribution it is something far removed from the technique of production.

It has been the experience of the Kendall Company that there is an analogy between the two techniques and that some of the same principles which have been applied to production problems can be applied to distribution problems. Perhaps I can best illustrate the truth of this statement by describing some of the major activities which took

place when, less than two years ago, we acquired Bauer & Black and started a work of reorganization in order to put the distribution of that company's products on a more scientific basis.

It will be well at this point to state the principles of scientific management.

The first principle concerns itself with securing the facts. Today this means that investigation, research and experiment become the primary factors in formulating a policy or a procedure.

The second principle has to do with defining standards which will serve as common goals and will replace chance as far as possible.

The third principle is control. Systematic procedure based on defined standards is necessary for the execution of work. This principle directs the fact-finding, maintains the standards, and controls the work. It facilitates and co-ordinates specialized efforts so that common objectives may be reached with a minimum waste of human and material energies.

The fourth principle is co-operation. Management must recognize the natural laws of co-operation, and individual interests must be harmonized with group interests. Individual capacities must be integrated with group purposes.

In taking over Bauer & Black we found it necessary to do a complete reorganization job, including reorganization of manufacturing, purchasing, accounting and sales. For five years the sales of this company had been static, but at the rate at which changes take place in business today we did not consider it advisable to mark time. Therefore, we determined on a program which called for a definitely budgeted sales increase for

one year, two years, three years and an estimate of the cost.

Since we are here interested only in the scientific management of distribution I shall pass over any description of our reorganization work in manufacturing, purchasing and accounting and devote myself solely to a description of the reorganization of the sales or distribution work of the company.

In relation to the first principle I have cited, namely, fact-finding, we found an incomplete set of facts on which to base plans. For example, there had been very little in the way of detailed facts as to sales during the previous two or three years, such as breakdown of sales by products, by sales districts, by trading territories, etc. Therefore, one of the first steps in the accumulation of facts was to get a complete story of past sales.

Accordingly, we installed a department for analyzing in detail the many thousands of orders received by the company during the previous years. These orders were put through sorting machines and the facts were broken into classes of product, classes of trade, trading areas and customers. This gave us facts regarding current distribution. The creation of a research department for sales and marketing means that these facts will be available continuously and up to the minute, from now on.

This department gathers facts concerning trading areas, and facts regarding trends in general merchandising and distribution. During the preliminary stages of reorganization, this department studied trends in the chain-store field, in the wholesale and retail fields. It studied the trend toward mutualization of retailers and of wholesalers, and accumulated all possible facts bearing upon our markets.

We wanted to know what was being sold, where it was being sold and at what profit it was being sold. With a line of products comprising several hundred items this was a big job in itself. Then we wanted to know whether the company was selling up to its possibilities in various markets and what current conditions and trends

in those markets would mean to future possibilities.

Then, applying the second principle, we reorganized functions and provided for a planning department. We found, for instance, that the advertising department of the business was typical of many advertising departments—surrounded by a high iron fence.

This brings us to the Kendall Company's attitude toward advertising. We believe that advertising is definitely a part of sales. It is not the caboose nor is it the cow-catcher on the locomotive. It is a part of the selling mechanism and a very important part.

Our philosophy is that a certain sales job is to be done. You've got to know your facts. You've got to know your facts regarding your market, your product, your prices and terms. You've got to use personnel in the carrying of the product and prices into the market. Advertising is a definite vehicle by which that objective is to be reached.

Therefore, we took down the high fence around the advertising department and converted the advertising function so that it became a part of the planning function. This meant that the facts gathered by the market research department, and the facts drawn from the previous years' sales passed to the planning department for the determination of standards. As an indication of our belief in advertising as a part of the sale function, we appropriated close to \$1,000,000 for 1930 and are trying to invest that money as intelligently as possible.

The research job preceding the present Bauer & Black campaign was pretty much confined to getting the attitude of the retail druggist toward surgical dressings and the attitude of the consuming public toward bandages, absorbent cotton, gauze, etc.

This research turned up the fact that the public has learned a great deal about first-aid. The "safety-first" propaganda has made a real dent in the public mind and yet the retail druggist has not been capitalizing this public acceptance of "safety-first" in his sales of

P R O D U C T I O N M A N A G E R S

• • We believe you will be intensely interested in the Ludlow method both for what it is—as a typographic advance—and for what it accomplishes in the way of economies—in time, money, and trouble for your department. A very potent ally to the man who is directly responsible for "mechanical charges."

• • A description of the mechanical features of the Ludlow system and a one-line specimen booklet of the Ludlow typefaces are available on application.

**LUDLOW TYPOGRAPH
COMPANY**

2032 Clybourn Avenue • Chicago

"first-aid" materials, such as bandages, absorbent cotton, gauze, adhesive plasters, etc. He has been treating them as slow-moving staples to be sold only when calls were made for them by consumers.

The market research department went out into the field and made tests to find out whether or not surgical dressings could not be made a suggestion item. Tests in various stores proved that they could be, and that sales could be greatly increased by putting the products on display in windows and on counters.

From this discovery of the attitude of both the druggist and the consumer toward first-aid has been developed the current advertising campaign designed to set up the druggist in the public mind as the only professional man who stands behind a counter, to identify the druggist with service to people who are hurt and need medicine or first-aid; in short, to lift him up a bit from the ruck of helter-skelter merchandising of everything from tooth-picks and toys to tractors and trapezes.

The planning function does not end with the advertising, however. We do try to apply the third principle by setting up a sales operating division which includes the sales manager. Instead of a sales manager, however, we have a director of marketing, who reports to the general manager. This procedure, incidentally, is followed in the four divisions of the Kendall Company, the general managers reporting to the president.

Our director of marketing, who was selected from one of our other divisions where he had received the benefit of what we believe to have been good teaching, takes the products and the plans and sets up the means of carrying them through the predetermined trade channels to the markets determined by the fact-finding group.

The operating function is responsible for salesmen. We found it necessary in this instance to analyze the functions of salesmen more carefully and to study thoroughly what various men had done.

This was particularly important

since the reorganization brought about a vitally important change, the appearance of the jobber in the picture. For thirty-five years Bauer & Black had been their own wholesalers. There had been no special effort to enlist the co-operation of the wholesaler in distributing Bauer & Black merchandise. Some wholesalers, however, had carried some of the specialties such as Blue-Jay corn plasters and O. P. C. suspensors.

When the Kendall Company took over Bauer & Black, analysis showed that the jobber was needed in the picture and as a result nearly 200 jobbers throughout the United States were brought into the distribution picture in such a way that Bauer & Black now have a different sort of a job for the salesmen, who for years have been calling on the retailer and selling him direct.

It was a case of changing the function of the salesman. His function today is to co-operate with the dealer in merchandising surgical dressings and the other Bauer & Black specialties to the end that the dealer will carry a wider Bauer & Black line. A great many dealers have carried the specialties alone. The salesman's new job is to bring to the retailer in the form of facts and demonstrations the profit possibilities of carrying a broader line of the company's products and of moving the line up front—merchandising it more as a line of specialties than a line of staples.

The fourth or co-operative principle comes into effect in the carrying out of sales operations through the personnel. We found it desirable to change the basis of compensation so that salesmen earn more nearly on the basis of what they produce and can share in increased production.

To a certain degree, distribution has been dominated by the idea of warfare and strife. The sales manager compares his campaign to a battle. A salesman will say he had a terrific struggle to get the business. Co-operation hardly can be expected between armies fighting against each other. But in dis-

The first quarter of 1930 re-tells an OLD STORY . . . of adver- tising leadership in SEATTLE

FOR the three-month period ending March 31, 1930, THE SEATTLE TIMES *alone* published a larger volume of net paid advertising than both of the other Seattle newspapers *combined* . . . it led in LOCAL, in NATIONAL and in CLASSIFIED advertising . . . it led in TWENTY-ONE of the twenty-four principal advertising classifications reported by De Lisser Brothers.

This consistent performance of THE SEATTLE TIMES, from season to season and from year to year, is important to prospective advertisers in the Seattle market only as it reflects the equally consistent experience of advertisers of all classes as to the relative responsiveness of the reader-audiences of the respective Seattle newspapers.

Net Paid Lineage, First Three Months of 1930 in Seattle Newspapers (De Lisser Figures)

THE SEATTLE TIMES (Evening and Sunday) . . .	3,780,162 Lines
POST INTELLIGENCER (Hearst: Morn. and Sun.)	2,133,531 Lines
SEATTLE STAR (Scripps: Evening)	1,582,346 Lines

THE SEATTLE DAILY TIMES

O'Mara & Ormsbee, Inc., National Representatives
New York . . Chicago . . Detroit . . San Francisco . . Los Angeles



Leads all farm magazines in results"

REPORTS from advertisers and agents on the outstanding sales-power of *The Country Home* continue to pour in:

"Orders received have brought us a profit of over 100%."

"The *Country Home* inquiries lead all farm magazines."

"15% increase in inquiries and 25% increase in sales."

"Inquiry costs from *The Country Home* average 35 cents below other magazines."

"We are getting very satisfactory inquiry returns... You are producing a wonderful magazine and we predict for it a long reign of increasing popularity."

These quotations from our mail are the strongest proof of the extra selling power produced by *The Country Home's* editorial setting.

To suggest how to live rather than how to make a living...To promote the desire for progress and improvement...To set new standards and new goals of beauty, interest and activity for rural people...These are the editorial aims and objects of The Country Home.

In terms of the advertiser they mean a great new selling force never before available in the rural market.

THE

Country Home

ESTABLISHED 1877
AS FARM & FIRESIDE

THE CROWELL PUBLISHING COMPANY

250 PARK AVENUE, NEW YORK

THE

PUBLISHERS OF THE MAGAZINE

WOMAN'S HOME COMPANION

OF HOME

THE AMERICAN MAGAZINE

GARDEN AND

COLLIER'S,

FARM • • •

The National Weekly

THE COUNTRY HOME

of world market toward every corner of the globe.

DON'T WAIT For Industry to Discover YOUR Products!



If they can speed production and reduce maintenance costs for manufacturers your first 1930 job is to sell your own products to men responsible for production management and maintenance engineering.

There may be others (company officials, etc.) who influence purchases but, in plants of worthwhile size, the heads of production staffs and of maintenance organizations are factors you cannot afford to pass up if the 1930 orders are to be yours.

Place your product's "faster-and-more-economical production" features before men responsible for plant and production management —through FACTORY and INDUSTRIAL MANAGEMENT.

Sell the "low-cost-maintenance" features of your product to men responsible for maintaining mechanical and electrical equipment and plant buildings — through INDUSTRIAL ENGINNEERING.

Published in Chicago, by McGRAW-HILL PUBLISHING CO.

**ECONOMICAL COVERAGE OF PROGRESSIVE
MANUFACTURING PLANTS IN ALL INDUSTRIES**



tribution the various components essentially are not or should not regard their interests as opposed. The manufacturer deserves a fair profit for his effort. The retailer cannot be expected to serve willingly unless he can make something out of it; nor the wholesaler; nor the salesman.

The co-operative idea is that the interests of all parties are not divergent but mutual and that for certain definite services performed each party is entitled to a fair wage.

This is a quick, brief picture, but it may suggest that distribution can tackle its job as scientifically as production does its job; and that the distribution technique can adopt some of the principles which have become more or less standard practice in production. Also it may demonstrate the interdependence of all phases of distribution, the possibilities of functioning.

As to results: We did not undertake the reorganization with the thought that it would produce immediate results. Our point of view is that when you have a job of reorganization to do it is desirable to do it as quickly as possible. Decide what it is necessary to spend in order to get the job done, make that expenditure promptly and thus set up the basis for sound, economical future operating.

In an age when consolidations and mergers are frequent, reorganization is becoming a common phenomenon of business. It is the Kendall Company's belief that many failures of reorganization are due to the fear of doing anything drastic. Our philosophy is that if the dog's tail must be cut off, it should be cut off at one stroke and not a little at a time.

We saw immediate results from the recasting of distribution on the basis just described. Volume increased substantially until the market crash last year. We believe that we have done our work fairly well and that the basis of our selling and merchandising is sound. We have seen the results accomplished by this type of treatment, and we have faith to believe that

it will produce the anticipated increase in volume to which I referred earlier.

In any consideration of the scientific management of distribution there are two requirements. The first requirement is a point of view. In many manufacturing businesses, executives think production first rather than markets first.

The deadly sin in business is the sin of the closed mind. An open mind is needed to face the distribution problem.

A second requirement is a more careful study of the job to be done by each part of the distribution machine.

Advertising, for example: What is advertising's job?

The salesman: What is his job?

The wholesaler: What is the wholesaler's job?

The independent retailer, the chain store: What are the elements of their jobs?

Advertising's job has come in for criticism. Some critics call advertising wasteful. No doubt there are wastes in advertising, but also there are wastes in every corner of distribution. Advertising has broadened and deepened trade channels and made it possible to move the greater volumes of commodities produced by more efficient factories. Its possibilities are as yet only beginning to be realized. Once we get scientific management of distribution, then advertising will have an opportunity to show what it really can accomplish.

McKesson & Robbins Sales

Sales of McKesson & Robbins, Inc., including the results of operations of companies prior to acquisition, amounted to \$140,635,026, for the year of 1929, as against \$88,720,575 for 1928. Selling and general expenses were \$19,534,744 for this year as compared with \$10,996,321 for last year. Net profits for 1929 amounted to \$4,109,873, as against \$3,741,282 for 1928.

New York "Herald Tribune"

Adds to Staff

Mrs. Elizabeth Fleming, formerly with the Brooklyn, N. Y., *Times*, has joined the advertising display staff of the New York *Herald Tribune*. Charles F. Gowan, formerly with the Brooklyn *Daily Eagle*, has joined the *Herald Tribune* and will work on resort advertising.

The Kitchen's Chromatic Whoopee Comes a Cropper

Manufacturers Selling to the Kitchen Have Found It Advisable to Rationalize Color

E. KRAHNEN
ADVERTISING

DUISBURG, GERMANY

Editor of PAINTERS' INK:

I am interested in the four American kitchen colors and I am asking you if you can tell me the names of them, or where I can find particulars concerning them.

E. KRAHNEN.

THIS inquiry from a reader in Europe introduces a subject in which the interest of American manufacturers is twofold. First, America is interested because, as the inquiry indicates, America is credited with having originated the idea of glorifying the kitchen, along with the other rooms of the home. And second, America is interested because color, as applied to household commodities, has undergone in this country a sort of industrial evolution.

In the beginning, when glorification — through color — first appeared on the horizon as an expedient for increasing sales, many manufacturers went color-wild. If a little color helped a trifle, much color—in many hues and shades—would help much.

In the gas-stove industry, as an example, the results were startling. Porcelain-enamed ranges had been made in plain white. The next step—a mere gesture in the direction of the chromatic whoopee that was to come—was to trim the cast-iron parts with gray. Next the industry, with certain exceptions, went color-conscious through the whole range of the spectrum. The purpose was to give the customer any color combination she wanted—and she wanted many.

Straightway, the concession imposed penalties upon the manufacturers and dealers—penalties of boosted costs of production for the manufacturers, and for the dealers expanded inventories. The remedy was rationalization.

Today, the stove industry still offers its products in all-white, and

in white-with-gray-trim; and about all that remains of the color development is a combination in ivory and green—a combination that, incidentally, has proved to be the most popular for stoves.

As an indication of the extent to which this industry has rationalized color, the American Stove Company, largest manufacturer in the gas-range field, offers its new de luxe model, the Magic Chef, in just two combinations—a cream body with black-and-white marble effect trim, and a cream body with trim in peacock green.

Among the industries contributing their products to the kitchen, one notable exception refrained from going into color at all—the industry that makes refrigeration. Today, if the customer insists, she may get a refrigerator in colors. In general, however, what she is offered is plain white, embellished—if it is embellished at all—with modernistic hardware that, in some instances, is chromium plated.

Still another instance on the more or less negative side—brooms. The following testimony comes from a company that livened its brooms with color:

Two years ago when color in the home was being featured, the thought came to us that a change from the plain old-time broom, usually viewed as a tool of drudgery (at least so described by the manufacturers of vacuum cleaners) could be glorified and placed on a higher plane. Instead of just an old broom to be hidden away in some dark corner, it would be attractive and would more readily find a place in the color scheme of the home. It would be a different broom, a broom that it would be pleasant to own and use.

The company brought out brooms in four colors; and with the following results:

The introduction has been slow; and, generally speaking, the color idea has not been a repeater in sales. A few department stores, featuring color in the kitchen, have

NEWS while it's NEWS and **57** features

Bud Fisher
 Lois Leeds
 Abe Martin
 Dorothy Dix
 Irving Fisher
 Sidney Smith
 Fontaine Fox
 Ruth Cameron
 Robert Quillen
 Rube Goldberg
 Grantland Rice
 O. O. McIntyre
 Robert L. Ripley
 Dr. W. A. Evans
 Milton C. Work
 Thornton W. Burgess
 Dr. Arthur Dean Webster

If you live in New York, Chicago, Detroit, or Philadelphia, you have to buy two or three different papers to read what Richmonders read in the News Leader every day. This is Virginia's greatest newspaper, all the news when its news, every evening, and 57 world-famous features!



Represented Nationally by
DAN A. CARROLL
 110 E. 42nd St.
 New York
SAWYER-FERGUSON
 Palmolive Bldg.
 Chicago

The RICHMOND NEWS LEADER
 VIRGINIA'S GREATEST NEWSPAPER

May 15, 1930

enjoyed only a modest sale; and our volume has not been worth mentioning.

On the positive side, it seems established that color-in-the-home, including the kitchen, has come to stay. The housewife likes brightness; and as between two articles, the one offered "plain" and the other in colors, she will select the colored one. She is concerned, however, with harmony; and there enters the interest of the manufacturer.

If the manufacturer believes that color will help his sales—and there are instances in which it actually has helped volume—his task is to select colors that will harmonize with their environments, including the other manufactured products that are offered in color; and, at the same time, he is wise if he holds his color range to a standardized scope in which he can control production costs.

On the score of harmony, manufacturers of kitchen ware and kitchen utensils have discovered that certain shades of blue—for example, baby blue and delft—don't seem to fit. Yet blue is one of the popular colors.

Specifically, the "four American kitchen colors" mentioned by our questioner in Germany are green, yellow, blue and white. In the beginning, when color invaded the kitchen, blue was the most popular. However, we are told that the most popular color now is green, with blue in third place. The green is somewhat variously described. One opinion is that the most popular shade tends toward blue, and another opinion is that the best green is "apple." The yellow colors are "butter," or rich golden. The blue is bright—"sky" blue. And the white is a "north" white, which seems to be improved in popular favor if it is tinged with cream.

There seems to be a general tendency away from "sharpness" and glare toward pastel—probably because pastel shades often seem to harmonize in spite of the fact that the basic colors from which they are derived do not harmonize at all.

In line with the tendency toward

softer shades, at least one American manufacturer—Kohler of Kohler—has advanced the use of "background" colors.—[Ed. PRINTERS' INK.]

E. B. Self Starts Own Business at Chicago

Edwin B. Self, formerly sales promotion and advertising manager of The Dayton Rubber Manufacturing Company, Dayton, Ohio, has started his own business as a merchandising counsellor and special writer with offices in the One La Salle Street Building, Chicago.

R. L. Wetzel has been appointed sales promotion and advertising manager of the Dayton company to succeed Mr. Self. Mr. Wetzel has been with the Dayton company for five years, for the last two years as assistant to D. W. Warden, vice-president in charge of merchandising. It was incorrectly reported previously in PRINTERS' INK that Mr. Wetzel was sales manager of the Dayton company. Lynn Harvey is sales manager and continues in that capacity.

T. T. Weldon Appointed by Foreman Bank

Theodore T. Weldon, formerly president of Weldon & Baldwin, Inc., Chicago advertising agency, has joined the Foreman State Trust & Savings Bank, of that city, and has been elected a second vice-president. He will be in charge of business development work in the trust department. He has sold his interest in the Weldon & Smith agency, but will continue to act in an advisory capacity.

G. M. Webster with Milwaukee "Wisconsin News"

Grant M. Webster has resigned as district advertising manager at Milwaukee of Sears, Roebuck and Company, to join the Milwaukee *Wisconsin News* as merchandising counsellor. He has been succeeded at Sears, Roebuck by Lawrence Walters.

Refrigeration Account to Hicks, Clarke Agency

Glassifiers Systems, Inc., New York, refrigeration systems, has appointed Hicks, Clarke & Company, Inc., advertising agency of that city, to direct its advertising account. Business papers will be used.

M. V. Hinshaw, Jr., with Scott Howe Bowen, Inc.

M. V. Hinshaw, Jr., formerly with the Forbes Lithograph Manufacturing Company, Boston, and National Trade Journals, Inc., New York, has joined the Chicago office of Scott Howe Bowen, Inc., radio station representative.

15, 1930

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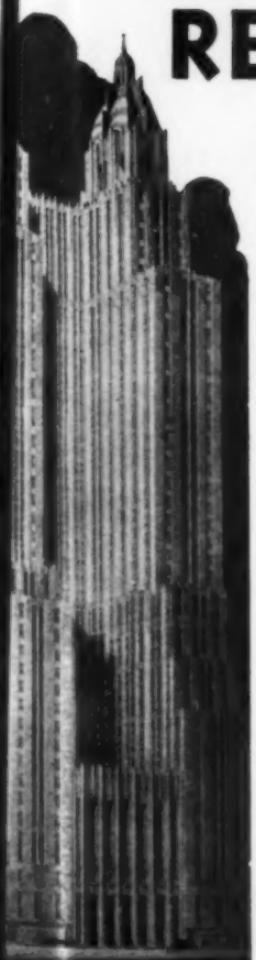
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A typical Egyptian banquet scene of about 1500 B.C.

The HOTEL and RESTAURANT MARKETS

1500 B.C.—1930 A.D. *



1500 B.C.—In Egyptian hotels female slaves (scantily clad) serve the lady guests and male slaves serve the men.

1000 B.C.—Chairs become popular with hotel banquet guests but the only tables are those used in serving.

500 B.C.—Straws come into popular use for sipping beverages.

400 B.C.—Guests of Grecian inns become accustomed to banqueting while reclining on couches. Upon arrival at the banquet slaves remove guests' sandals and bathe their feet.

225 B.C.—The first circular mill appears in Rome. It made possible quantity production of flour and increased the consumption of bread in Roman inns.

100 A.D.—Nero becomes the world's most lavish banquet host by spending from \$240,000-\$400,000 on each of several banquets. At these affairs slaves washed the hands of guests with wine instead of with water.

200—Roman inn-keepers employ Syrian girls to dance in the streets before the doors of their establishments to attract travelers. Dairy lunches and family hotels appear in Rome.

210—Hot dog stands and soda fountains are established on the streets of Rome.

225—Table cloths come into vogue in Roman inns.

1150—Sugar is offered on the menus of Parisian hotels.

1300—Supper clubs appear in Florence, Italy.

1400—Some hotels of England offer accommodations on both the "American" and the "European" plans.

1570—A hotel in Baden Baden, Germany, offers baths with elaborate plumbing to guests.

1600—Forks, spoons, and plates become popular in European inns.

1630—First inns to be built in the Colonies are erected at Jamestown, Va.

1650—Coffee houses, chocolate houses, and tea rooms introduced.

1700—Health resort hotels and social clubs appear.

1783—Washington tells his generals farewell in Fraunces Tavern, New York City.

1835—The St. Charles Hotel, the first great American hotel, is built in New Orleans.

1859—Fifth Avenue Hotel, New York City, is first to install an elevator for passengers.

1883—Waldorf Astoria, New York City, is the first hotel to use steel supporting construction.

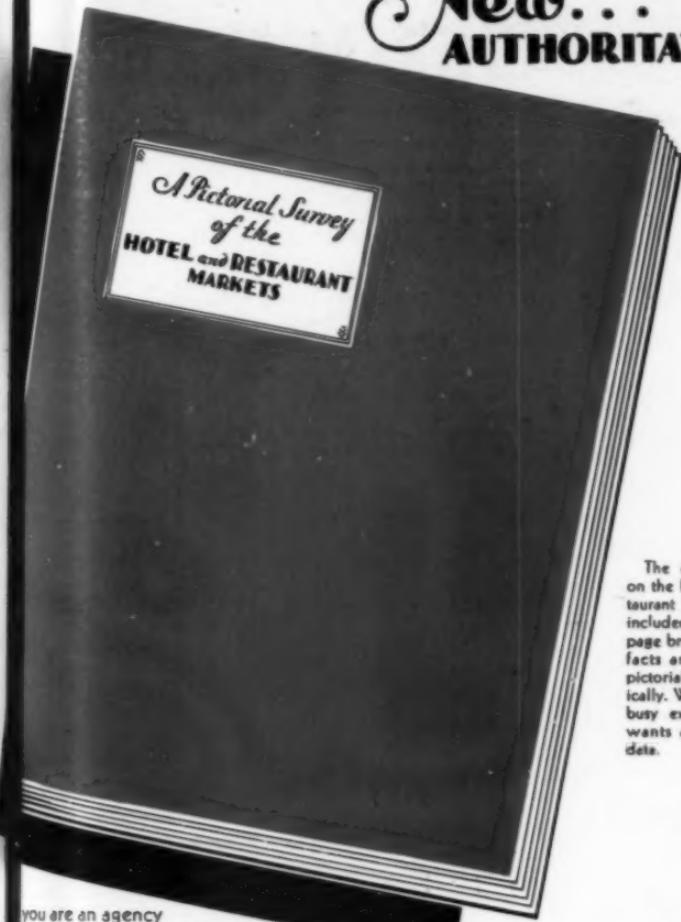
1927—The Stevens Hotel, Chicago, 3,000 rooms and baths, is opened. It is still the largest hotel in the world.

1930—The hotel and restaurant industries today represent quantity markets for quality products. The number, distribution, and size of hotels and restaurants, trade channels, market figures, and related

* Historical data from a series of 27 articles on "The History of Public Hospitality" which appeared in HOTEL MANAGEMENT, Volumes 7-12.

data are presented pictorially and graphically in this new book which will be off the press soon.

New... AUTHORITATIVE



A Pictorial Survey
of the
**HOTEL and RESTAURANT
MARKETS**

The essential facts on the hotel and restaurant industries are included in this 40-page brochure. These facts are presented pictorially and graphically. Written for the busy executive who wants authoritative data.

If you are an agency executive, sales or advertising manager or manufacturer and wish to know more about the hotel and restaurant markets, fill in the coupon below and mail it. A copy will be reserved for you and sent as soon as it is off the press. Be sure to fill in the data requested below because copies are available without charge for only the above-mentioned types of executives.

Ahrens Publishing Company, 40 East 49th Street, New York, N. Y.
Gentlemen: Without obligating me send a copy of "A Pictorial Survey of the Hotel and Restaurant Markets," as soon as it is off the press.

Name Title

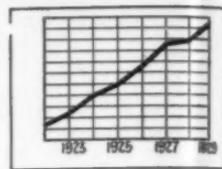
Company

Address

Growing with OUR MARKETS



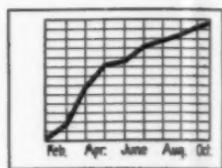
HOTEL MANAGEMENT is the national business magazine for hotel executives. Highest A.B.C. circulation. Over 80 national advertisers use it exclusively in the hotel field. Established 1922.



Advertising Growth of
HOTEL MANAGEMENT



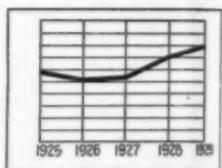
HOTEL WORLD is the oldest news hotel weekly in the United States. Purchased by the Ahrens Publishing Company Inc. in 1928. Covers the great central states hotel market. Member of A.B.C.



Circulation Growth of
HOTEL WORLD—1929



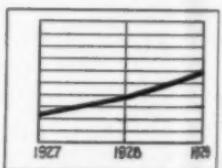
RESTAURANT MANAGEMENT is the national business magazine for restaurant executives. Member of A.B.C. Many services for advertisers. Its record of advertising growth reflects high reader interest.



Advertising Growth of
RESTAURANT MANAGEMENT



INSTITUTIONAL JOBBER is the national trade magazine for the men who sell to hotels, restaurants, hospitals, clubs, schools and other types of institutions. The only publication of its kind. Established 1927. Its advertising increase reflects its usefulness in its field.



Advertising Growth of
INSTITUTIONAL JOBBER



AHRENS PUBLISHING COMPANY INC.

Member of Associated Business Papers, Inc.

Publishers of

RESTAURANT MANAGEMENT—INSTITUTIONAL JOBBER—HOTEL WORLD—
HOTEL MANAGEMENT

New York: 40 East 49th Street Chicago: 624 S. Michigan Avenue
Southern and Pacific Coast Representatives—Blanchard-Nichols-Coleman
Atlanta — Los Angeles — San Francisco — Seattle

Four Definitions of Merchandising, Marketing and Distribution

First
Define "Products" and
"Markets"

SALES ANALYST, INC.
SALES AND MANAGEMENT
ENGINEERS
BOSTON

Editor of PRINTERS' INK:

We are interested in the discussion on page 141 of the May 1 issue of *PRINTERS' INK* pertaining to the definition of Merchandising, Marketing and Distribution. We, too, have been confused by these words, and inasmuch as there has been no accepted definition of them, we have built up in our own glossary a definition of them or what might better be called an explanation of them.

We are glad to offer it for what it is worth.

In the interest of clearness we must predicate these definitions upon two other definitions, "Products" and "Markets."

In our terminology we use "Product" to mean an article to be offered for sale as it appears in the last stages of production. This would be before it had received a name, a label, possibly before some of the last finishing touches had been put on, and before it had been packaged.

We consider the "Market" the ultimate consumer or user.

We would then define "Marketing" as the process of moving a product to its markets.

We leave the definition right there. Marketing, as we understand it, covers all the various steps of finishing a product for a certain market, dressing up of the product, advertising it, selling it, etc.

We divide Marketing into the following heads:

Merchandising
Advertising
Sales Promotion
Selling
Distribution

We treat them in the order named. The reason for doing so becomes apparent as we give our definition or explanation of our meaning of the terminology.

We consider merchandising, advertising and sales promotion as 80 per cent thought and study and 20 per cent action. We consider selling and distribution 80 per cent action and 20 per cent thought and study.

We consider merchandising as the thought and study which goes into market analysis, the choosing of proper markets, the choosing of proper grades and types of products to go to these markets, the study of the time in which they should go, the various elements which go into making the products not a different product, but more appealing to these markets; the basic principle upon which the subsequent sales campaign shall be conducted, the basic principle upon which the advertising campaign shall be conducted, the broad lines of distribution, etc.

In the form of a definition we would say that we consider Merchandising "a study in selectivities of products, markets, seasons, appeals, channels, etc."

We consider advertising the process whereby the ideas and conclusions that are worked out by the merchandising process can be presented to large and proper masses by the printed word.

We consider sales promotion as the process whereby the principles and ideas, as worked out by the merchandising and advertising processes, can best be presented to the right group and individuals by personal contact.

We consider selling as being the physical contact that exists between two individuals, one as buyer and one as seller, whereby the ideas worked out by the merchandising, advertising and sales promotion process can be culminated in a sales contact verbally or by personal letters.

We think of distribution as a

matter of outlet and the mechanical means of reaching those outlets. We would define distribution as the ratio which exists between the total of all possible outlets or the total of any group of outlets and the number of outlets had by the seller either in the total or in any selected group.

We are not offering these definitions as final. They are simply what we have worked out as a means of self-defense. We also realize they do not entirely fill the bill and we would be glad if someone else could lead us out of the darkness.

GEO. N. DANFORTH.

A Consensus of Opinions

H. M. BALLARD, INC.
MARKETING ADVISORS
CHICAGO

Editor of PRINTERS' INK:

We are interested in the article, "Merchandising, Marketing, and Distribution," appearing in the issue of May 1, 1930. It happens that we interviewed quite a number of average business men as to their understanding of these three words before we selected the words, "Marketing Advisors," to describe our particular service.

We found that most men associated the word Merchandising with retail activities—the buying and selling of merchandise for profit.

We found that most men associated the word Marketing with the advertising and selling involved in the bringing of merchandise to the market—the market to most men meaning individuals who logically could be considered as consumers or prospective consumers of any particular commodity.

To most men, the word Distribution seemed to mean the physical movement of the goods from the point of origin to the ultimate consumer, through the various trade channels and outlets.

From our own experience, we would be inclined to define the three words as follows:

Merchandising: Buying and sell-

ing of merchandise for profit.
Marketing: Advertising, displaying, and selling the merchandise to those comprising the market for it.

Distribution: The movement of goods from the point of origin, through the various channels and outlets, to the ultimate consumer.

H. M. BALLARD,
President.

What They Mean in the Textile Field

NATIONAL KNITTED OUTERWEAR ASSOCIATION
NEW YORK

Editor of PRINTERS' INK:

This association through its Markets Extension Committee has been conducting a merchandising and market study during the last few months.

In this endeavor we have been using the three terms—market, merchandising and distribution—discussed in an article in your issue of May 1, and concerning which you ask for comments.

Briefly, as we use the terms in the Textile field, our interpretations are as follows:

Market is the area, the group, type, class or sex of people best suited by mode of living, type of occupation, geographical location, physical and mental desires, education, culture, experience, age, etc., to use or accept, or to be led to use or accept a certain commodity.

Market analysis, given the commodity and the opinion or proven fact of its usefulness, is the study to discover or learn all of the most suitable and responsive markets. In this connection the further development of the utilities of the commodity widens its use and hence broadens the market.

Distribution is the channel through which merchandise passes from the manufacturer to the one who consumes it. It has to do with the mechanical phase of transporting a product from its source to its ultimate user.

The manufacturer selects that channel which he feels best suited

to his individual position or requirements.

It may be elaborate or direct:

Manufacturer - selling agent - jobber - retailer - consumer; manufacturer - jobber - retailer - consumer; manufacturer - retailer - consumer; manufacturer - consumer.

Merchandising is the fruition of a plan of sale attack, a plan of sales, advertising and display, including all of their intricacies and phases, designed to secure the most co-operation and to make the best use of the distributory channels decided upon, and to develop in the mind of the market (prospective customer) a particular need of and reason for purchasing the commodity.

In a sense the first two are tactical, since they exist in our present scheme of business affairs, and since any plans of mercantile endeavor must be adapted to fit them. In the same trend the last named calls into play all the powers of strategy, for in building the sales attack, the various moves from beginning to end call for a sound, sagacious skill of the master showman or general, that the whole may have direction and dynamic effect.

To use the three in a continuity of thought:

You first arrive at the potential market for your commodity, then select the avenue of distribution best suited to its sale, and having done this, develop that plan of merchandising which most quickly, expeditiously and thoroughly will arouse interest and create desire in the field of prospective customers which your market analysis has brought to light.

W. W. EICHORN,
Field Secretary.

Why Not Accept Dictionary Definitions?

WELLS ADVERTISING AGENCY
BOSTON

Editor of PRINTERS' INK:

Now let's get back to fundamentals on the definitions for which Mr. Hudson of the New

England Council has inquired.

After all, do we in advertising and related fields have to resort to the medical and legal methods of impressing the layman with our technical knowledge to the point of confusing him with a list of new terms and far-fetched definitions of fairly simple words? The general public is already totally befuddled and steeped in hokum as to the meaning and functions of advertising and its near relatives. It is the primary function of advertising to inspire confidence. Our own inability to agree upon the fundamental definitions involved and the seemingly increasing tendency to indulge in pompous and confusing terms does not encourage this confidence.

The several meanings attributed to *Merchandising* are particularly confusing, yet we need go no further than the dictionary (*Webster's New International*) to find the *logical* definition. Here we find that a merchant is, "originally anyone making a business of buying and selling commodities, now one who carries on a retail business." To *merchandise* is, "to buy and sell; to trade or traffic in." Why isn't it logical and clear then to accept *merchandising* as the work of those who buy goods for resale—the work of the merchant?

Distribution, according to the same authority, is "the mode or manner in which things are distributed; the physical process of conveying commodities from producers to consumers." Why not say then that distribution is confined to the channels through which goods pass and their physical conveyance through these channels?

It seems to me that Marketing both by definition and inference is the broader and more inclusive of the three terms. It is the entire phase or course of commercial activity by which the exchange of commodities is effected. It has to do with the employment and coordination of all the commonly accepted marketing functions—planning, purchasing, assembling, grading, storing, converting, displaying, selling, sales promotion, financing, risk bearing, *physical*

distribution, product improvement, and market research. It will be noted that certain of these functions combine to constitute merchandising also. Marketing, then, has to do with the broad and fundamental principles which provide a basis for policies and plans governing the effective satisfaction of

human wants or needs for goods and services.

After all, isn't it merely a matter of tearing off some of the technical camouflage and getting down to fundamentals?

V. D. REED,
*Vice-President and
Director of Market Research.*

What Groucho Says

How Many Accounts Can He Serve Well?

CLIENT of mine once said I had too many accounts. Darned if I don't think he proved it.

Here's what this guy said to me: "Groucho, I'm going to change agents as soon as I can find one who can focus better on my work. Don't worry yet, 'cause I don't expect to find one soon. Sure I'm satisfied with your *efforts*. I'm hard-boiled enough to want every thing I can get for the good of my advertising. I don't get enough of your time. Oh, yes, I get all I pay for, but I didn't make the pay system of agencies. Sure, I get the resources of your whole organization. Groucho, will you take double what you get personally from my commissions and give all your time to my account? Can't afford to? I thought so. I can get plenty of agency men to accept that proposition, but, unfortunately, I don't want any of those I know about." And so on.

This was in K. C. Didn't sleep very well that night on the train. Told the Boss all about it. This called for one of those huddle plays we call an Executive Committee meeting. Gent Treas. asked, "Couldn't Groucho seem to do what the client asked and still keep his eye on his other clients, not so obviously, perhaps, but, er—er—actually?"

We didn't discuss the ethics of Gent Treas. as demonstrated by his question. Just pointed out that we couldn't put anything like that over on that K. C. bird. Gent Treas. looked worried, asked if many clients wanted an important agency executive exclusively. V.-P. Jones growled out, "Not very many, only a few of the more in-

telligent ones." Gent Treas. looked relieved. V.-P. Gates grinned. Boss didn't say a word the whole three hours except to ask a question, but he made copious notes. What for?

Boss never misses a bet. If fees ever take the place of commissions, which they won't, Boss has a scheme of organization all worked out to fit that. If advertising is ever prohibited on earth, Boss will have fully equipped offices in both Heaven and Hell. If it is to be one executive to an account, Boss will play that game.

But that K. C. gink was right on every count—except the income I think I need. I'm spread all over the earth. I jump from spark plugs to hair dye, from shoe polish to tri-motor air craft. I O. K. things I can't possibly have time to appraise thoroughly. I "yes-yes" the work of a writer who did a good job yesterday, assuming his job today must be good. Sometimes it isn't. Sometimes I discover it isn't through the eyes of the gink in K. C., and that's not so good. I take the findings on consumer psychology from a bunch of researchers, some of whom I fear don't know psychology from protoplasm, but I pass their findings on for better or for worse. I rely on organization and find I'm slipping on vision and alertness. I rely on vision and imagination and suddenly wake up scared pink about closing dates and bills for client trimmings.

You know this K. C. gink told me all that and more, and yet he wants me exclusively. I don't get it.

GROUCHO.

The Southwest Farm Market is the most representatively American in the entire nation.
Government census figures show

76.9%

of all Southwestern farmers are native white — — while only

55.3%

of all the people living on farms in the rest of the United States are native white ONE medium dominantly reaches this rich . . .

Southwest Farm Market

where 80% of the retailers depend on farm trade for one-half of their total sales . . .

it's



The Farm Paper of the Southwest

Main Office and Publishing House, Dallas, Texas

Eastern Office, New York,
52 Vanderbilt Avenue

Western Office, Chicago,
122 S. Michigan Blvd.

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50,000 Sales Managers

Are Studying

The informed sales managers and executives know that all sales efforts must be stepped up—made to produce *more*—if past sales records are to be maintained and new top figures reached.

The sales dollar must generate more sales power than ever before.

Waste, doubtful practices and duplicated effort must be eliminated and supplanted by sound, purposeful and single-minded methods.

Such is the background behind the conception of the new Dry Goods Economist as it will appear June 25th, which will dominate the national market in the department and dry goods store field.

It is the first monthly issue—July—of the merged publications, combining the subscriptions of the National Dry Goods Reporter and the Dry Goods Economist.

The NEW Economist will present one great national publication serving department and dry goods stores doing over 70 per cent of the retail business of the country.

The *new* DRY GOODS ECONOMIST guaranteed

net

It will be a new, forward-looking merchandising magazine ably edited and devoted to the practical problems of retailing today—and tomorrow.

It will appear in a more readable size. Text matter will be informative, constructive and brief.

Color will be freely used in editorial sections and illustrations will be pertinent to subject-matter.

This greater, more helpful publication with over 25,000 guaranteed net paid circulation, offers Economist advertisers—

Twice the former circulation at a cost of only one-third more for space.

The lowest cost per page per thousand ever offered in the department and dry goods store field.

This records a definite achievement in reducing sales cost—

And makes possible for Economist advertisers *greater sales power per dollar.*



DRY GOODS ECONOMIST
239 West 39th Street
New York

net paid circulation of more than 25,000



In the 70's the trip from the Atlantic to the Pacific consumed a week—possibly longer. Today, via air mail, a letter crosses the continent in thirty-two hours.

But today's paper needs—as then—call for a reliable, economical and attractive vehicle for transmitting messages—whether written or printed.

CHIEFTAIN answered the requirements then—it does today. The speeding up of business but emphasizes the many advantages of economy and appearance offered by Chieftain. It has more colors today—sixteen besides white. With speed the demand in the pressroom as well, its easy printing qualities make it outstanding in its field.

Chieftain Bond

Use envelopes to match your stationery

"Note the Tear and Wear as well as the Test"

NEENAH PAPER COMPANY

Neenah, Wisconsin

SUCCESS BOND
OLD COUNCIL TREE BOND
CHIEFTAIN BOND
NEENAH BOND

Check the Names

GLACIER BOND
STONEWALL LINEN LEDGER
RESOLUTE LEDGER
PRIMETIME LEDGER

Write for complete free sample outfit, including full sheets of Neenah bonds and ledgers for testing purposes



Heads Business Paper Executives

WARREN C. PLATT, president, *National Petroleum News*, Cleveland, was elected president of the Associated Business Papers, Inc., at the sixth



© Blank & Stoller

Warren C. Platt

spring executive conference, held last week at White Sulphur Springs, Va. He succeeds C. A. Musselman, president of the Chilton Class Journal Company, Philadelphia.

James H. McGraw, Jr., McGraw-Hill Publishing Company, was elected vice-president. Edwin H. Ahrens, president, Ahrens Publishing Company, New York, was again re-elected treasurer.

Chauncey L. Williams, F. W. Dodge Company; J. B. Pease, Penton Publishing Company, and Stanley A. Dennis, Gage Publishing Corporation, were elected members of the executive committee. Members of the committee also include E. T. Howson, Simmons-Boardman Publishing Company, Paul I. Aldrich, of *The National Provisioner*, Chicago, Mr. Musselman and the officers.

Colonel Willard Chevalier, of the McGraw-Hill Publishing Company, chairman of the agency relation's committee, reviewed the past and the present relations between advertising agencies and business papers,

stating that these relations have passed the commission era, and that among leading agencies other questions have taken precedence. Of the agencies which continue to protest non-payment of commissions, he said, there are three groups, the "die-hards," the "principle main-tainers" and the "cuckoos," the latter group numbering those who hatch other people's eggs.

The American Association of Advertising Agencies, Colonel Chevalier said, has deeply interested itself to the end that general agencies will work closely with agencies specializing in industrial advertising. It has invited an industrial agent, who is not a member of the Four A's, to sit with its committee on business-paper relations in an advisory capacity.

William LeBrecht, *Boot & Shoe Recorder*, reported on the association's institutional advertising activities. His report was followed by a further explanation by G. Lynn Sumner Company, which is in charge of this campaign. It was voted to continue these activities along the lines recommended in these two reports.

A total of 203,000 pages of advertising was carried by member papers during the year 1929, it was reported by Harold J. Payne, of the headquarters staff. This represented an expenditure of about \$30,000,000, of which approximately 42 per cent was commis-sionable, though advertising agen-cies were responsible for placing 55 per cent of the total amount of space for the year. Membership of the association now numbers 138 publications.

A. J. Colgan with Kelly, Spline & Watkins

Alexander J. Colgan, formerly advertising manager of *The Messenger of the Sacred Heart*, New York, has joined Kelly, Spline & Watkins, Inc., advertising agency of that city, as an account executive.

Beverage Account to Calkins & Holden

The Hoffman Beverage Company, Inc., Newark, N. J., Hoffman's pale dry ginger ale, has appointed Calkins & Holden, New York advertising agency, to direct its advertising account.

The Diamond Ring Becomes a Unit

A "MISSIONARY" effort to adapt ensemble selling to one division of the jewelry business lies behind the new national advertising of the Benjamin & Edward J. Gross Company, Inc., a New York concern engaged in the manufacture of rings.

In advertising in consumer and trade publications, the company is presenting the "Ring o' Romance," the name applying to a wide range of diamond rings for men and women. The name, prominently displayed in the advertising, is engraved inside the band of every ring. However, the purpose of the merchandising effort is broader than the registering of a trade name with ring buyers, and broader even than spreading "ring-consciousness."

In the jewelry field, by custom, diamonds and mountings ordinarily are sold to retailers separately. The retailer, mounting the stones himself, thus has become a manufacturer—at any rate, an assembler. In such a situation there is, obviously, a lack of standardization.

The Gross company's policy is to consider the complete ring—diamond and mounting—a unit, to produce it as a unit, sell it as a unit to the retailer, and advertise it to the public as a unit, and at an advertised retail price.

A member of the firm spends much of his time in Europe, buying diamonds. To insure accurate matching of stones, the company is obliged to maintain an unusually large stock. In New York, the company manufactures the rings and mounts the diamonds. Thus a diamond ring, which, to many a consumer, has seemed to be a unit, actually becomes a unit in the trade.

Through its sales force, the Gross company contacts, personally and directly, every responsible jeweler in the United States. Sales work to the trade is being aided by advertising in the jewelry trade press and by direct mail.

Thus far, the consumer advertising has consisted largely of illustration, identifying "Rings o' Romance" rings by name; thus, in women's rings, "Token o' Love," "Sweetheart," "Love Parade," "Bride o' Love," "Her Highness," and so on; and in men's rings, "His Highness," "Ensign," "Spartan," and "Guardsman."

Edward Langer and Rotoprint Gravure Appointments

Walter Z. Shafer is now president of the Edward Langer Printing Company, Inc., and the Rotoprint Gravure Company, Inc., New York, and is also a member of the board of directors of both companies. Mr. Shafer had been connected with the Langer Printing Company for many years before its purchase by the Hall Printing Company, as vice-president. R. E. Poindexter has been elected a vice-president of the Edward Langer Printing Company and Alfred Geiger has been elected a vice-president and a director of the Rotoprint Gravure Company.

Other officers of both companies include W. E. Eastman, vice-president, and J. T. Van Zile, secretary and treasurer. Other members of the board of these companies include R. M. Eastman, chairman, H. W. Campbell, W. E. Eastman and Mr. Van Zile.

J. H. Neebe with Sound Studios, Inc.

Joseph H. Neebe, for several years an account executive with the Campbell-Ewald Company, Detroit, has been appointed Detroit manager of Sound Studios, Inc., New York, an organization furnishing talent and programs for radio broadcasts.

Public Utilities Account to Doremus

Charles H. Tenny & Company, operating public utilities, both gas and electric, in Massachusetts and Eastern New York, have placed their advertising account with the Boston office of Doremus & Company, advertising agency.

Publishers Appoint Stevens Agency

Willett, Clark & Colby, Chicago, book publishers, have appointed the Jewell F. Stevens Company, advertising agency of that city, to direct their advertising account. Newspapers and publications in the book publishing field will be used.

R. J. Foster with "The Saint Louis Town Topics"

R. J. Foster, formerly with the advertising department of the Loose-Wiles Biscuit Company, Kansas City, has been appointed advertising manager of *The St. Louis Town Topics*.



Proven Effectiveness

"To reach the builders of residences, apartment houses, commercial and community structures, as well as community developers and building material dealers—use the AMERICAN BUILDER." This is a dictum endorsed by experienced advertisers of building products, materials, equipment and specialties who have proved for themselves the effectiveness of this advertising medium that has been the leading publication of the building industry for more than a quarter century.

AMERICAN BUILDER

Including "Building Developer" and "Home Building"

30 Church Street, New York

105 W. Adams Street, Chicago

215 Market Street, San Francisco

A Simmons-Boardman Publication

Verdict Holds Advertising Manager Is Authorized Agent

IN a suit claiming breach of contract by an advertiser, a jury returned a verdict in favor of the advertising agency. The defendant was Interstate Transit, Inc., Cincinnati, and the plaintiff, The Walter F. Haehnle Company, advertising agency of that city.

The advertising account was solicited from the president of the company, it is explained, who instructed Mr. Haehnle to take the matter up with the individual who had charge of all advertising. This advertising manager subsequently requested the agency to handle some business. During a three-month period about \$6,500 was spent in advertising in several cities.

When payment was not forthcoming, suit was filed, with the advertiser entering a general denial. Counsel for the defendant endeavored to show that the advertising manager was not an advertising manager and that the person so represented was not a duly authorized agent, hence the company was not responsible for his actions. Attorney for the plaintiff cited the instance of another agency previously having been engaged by the advertising manager and proved that this agency's bills were paid.

The suit being an action for breach of contract, the Court was not called upon to render an opinion, as the question of fact had to be determined by the jury. The jury returned a finding in favor of the plaintiff in the amount of \$6,548.

The Court charged the jury that the liability of the defendant was not limited to such acts of its agent (the advertising manager) as were expressly authorized or necessarily implied from express authority. All acts of such agent as were within the apparent scope of the authority conferred upon him, it was charged, were also binding on the defendant. It was held, further, that should the defendant have placed the advertising man-

ager in such a situation that a person of ordinary prudence, conversant with business usages and the method of the particular business, was justified in assuming that such manager was authorized to act for the defendant, the latter could not deny the advertising manager's authority to perform it.

Gillette Safety Razor Net

Net profits of the Gillette Safety Razor Company, for the three months ended March 31, 1930, amounted to \$2,164,348, after all charges and taxes. This compares with a net profit of \$4,531,218 for the corresponding period of 1929. The fact that shipments of new razors and blades did not commence until February 10, according to Frank J. Fahey, vice-president, is responsible for the low earnings for the first quarter of this year.

Grocery Associations to Meet at Dayton

The National Association of Grocery Manufacturers of America, including food brokers, wholesale grocers, retail grocers and retail owned wholesale houses, will hold their convention at Dayton, Ohio, June 16 to 19.

Death of F. S. Nelson

Fred S. Nelson, in charge of the retail advertising department of the San Francisco *Examiner*, died recently. He was for many years advertising manager of O'Connor, Moffatt & Company, San Francisco, and in 1919 served as president of the San Francisco Advertising Club.

Appoints Advertising Counsellors

Bick & Company, Inc., Reading, Pa., manufacturing chemist, has appointed Advertising Counsellors, Philadelphia, to direct its advertising account. Business papers and direct mail will be used.

S. C. R. Parkhurst with Croot Agency

S. C. R. Parkhurst, for the last two and a half years a member of the copy staff of The Erickson Company, Inc., New York, has joined the Samuel C. Croot Company, Inc., advertising agency, also of that city, in a similar capacity.

"Farmer" Takes Over "Farmer & Breeder" Circulation

The *Farmer and Farm, Stock & Home*, St. Paul, will take over the unexpired and unduplicated circulation, beginning with the issue of May 17, of *Farmer and Breeder*, Minneapolis, which has ceased publication.

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The Columbus Dispatch

OHIO'S GREATEST
HOME DAILY

Average Net Paid Daily Circulation for the
Six Months' Period Ending March 31, 1930:

126,588

.... A Gain of 7,158
Since March 31, 1929

A Gain of 2,063

In "city home delivered" circulation, with the
"total city" circulation now offering a coverage
of more than 80% of all occupied Greater Colum-
bus housing units.

A Gain of 2,939

In "total city and suburban" circulation, which
now offers a coverage of 1 paper to every 1.7
homes in the city and suburban area.

A Gain of 7,158

In "total net paid" circulation with concentra-
tion of more than 91% of the "total net paid"
in the actual Columbus Trade Area offering a
coverage of 1 paper to every 2.5 homes.

COMMANDING coverage in every division of an ex-
ceptional market as evidenced by the fact that the Dispatch
is FIRST in Columbus . . . FIRST in Ohio . . . and ranks
with the FIRST newspapers in America in Volume of Paid
Advertising published annually.

HARVEY R. YOUNG, Advertising Director

O'MARA & ORMSBEE, Inc., National Representatives

New York Chicago Detroit Los Angeles San Francisco

*The Dispatch is the Columbus member of the 100,000 Group
of American Cities*

May 15, 1930

May 1

154 Central Illinois Communities One Big City of 140,000 People

The Greatest Hard Road Mileage in Illinois (outside of Chicago)

McLean County, the center of Pantagraph influence, has 225 miles of concrete highways—more than any county in Illinois, outside of Cook. This hard road system is supplemented by 350 miles of gravel roads, only part of an extensive program taking in all main connecting roads.

Eight concrete highways, twelve railway lines, plus scores of local and transcontinental bus lines focus on Bloomington, making it the accepted year-round trading center for the 154 communities dominated by The Pantagraph.

Fully 100 buying days per year have been added since the advent of this network of hard roads.

Representatives:
CHAS. H. EDDY CO.
Chicago--New York--Boston

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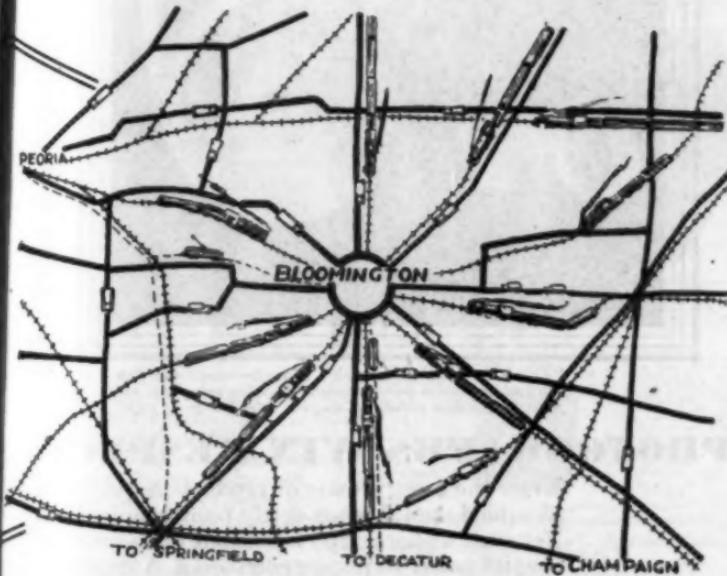
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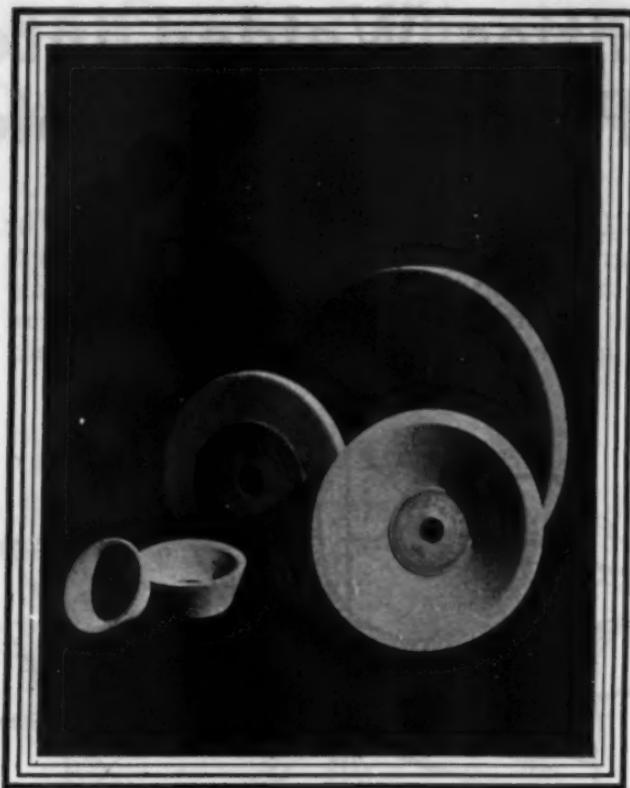
Communities Welded into 40,000 Prosperous People

A \$37,000,000.00 market that depends upon The Pantagraph alone for enlightenment and community leadership. This one-paper coverage of Bloomington and Central Illinois affords a pleasant contrast to the less than 3% coverage of any other medium.



**84 Years of Reader Confidence
in the Richest Spot in Illinois**

The Daily Pantagraph
BLOOMINGTON, ILL.



"This is an actual photograph." Those five words under an illustration inspire more confidence than five volumes of adjectives. Use this phrase in all your advertising—it pays!

PHOTOGRAPHS WIN RESPECT

EVEN the most prosaic of products acquires an added appeal when deftly photographed. Yet such a photograph loses none of its realism, its power to inspire confidence. A drawing may be doubted or discounted. A photograph wins respect. No matter what or where you sell, you can sell *more* with the cooperation of the camera. Call in a commercial photographer to help you capitalize on this universal faith in photographs.

PHOTOGRAPHS
tell the Truth



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Do You Really Know Why Your Product Is Bought?

Vantine Thought That Incense Was Bought for Its Romantic Appeal
—When It Investigated It Found Out Differently

THE product to be advertised is incense. The copy angle seems obvious. "Out of the East comes this fragrance of sandal-wood . . . out of the land of idols and temples an aroma breathing the spirit of the Orient."

Obvious? Well, not according to the present advertising of A. A. Vantine & Company. Not a temple or an idol in the whole campaign. Let's see why.

Incense has long been sold on its romantic appeal. It has been assumed that people bought it as something novel and exotic. Recently, however, the trend in home interiors, which is expressing itself in such ways as a return to early American furniture and in the adoption of modernism, seemed as though it might augur the passing of this product. The burning of incense, in the minds of many people, associates itself with an atmosphere created by draperies, divans and carved woods, rather than by chintzes and ladder-back chairs. Yet in spite of the fact that a new trend seemed at variance with the appeal of incense, Vantine found that sales of the product kept going ahead. Perhaps people were buying incense for a reason different from the apparent selling angle. The Vantine company decided to distribute a questionnaire with the idea of checking on why its product was bought.

This questionnaire was sent to 20,000 women. Half of the names selected were women who had expressed some interest in incense by sending in coupons or in some other way; the other half of the names were of disinterested persons. Returns on the question-

naire revealed that women were buying incense less for the romantic appeal and more for its utilitarian appeal than was ever suspected and that the use of incense for utilitarian purposes was increasing. The uses of incense, according to the questionnaire, come

"I wonder why no one ever comes to my house TWICE"



"**T**HAT like us have the art of business—but is there any other way?—the easier or the more expeditious. There's a certain amount of time which you can't afford to waste. A clean-cut, sharp-edged, cut-and-dried, business-like method is the best. That doesn't mean, however, that the business is conducted by all his friends—and no one has the benefit of all his friends. Unpleasant as it may seem, the friendliest business is often produced by a friend who is not his friend in speech or action. And you, yourself, cannot know whether your own efforts—your own methods—are being appreciated in an all-over-all-around manner. In most things can come out all right, though there are times when you have to make a stand. *Congrats, always,* the game looks good."

of laundry, small child behavior, noise, damage, neighborhood colors—anything! From all the time she's ever spoken to me you can never be sure!

Yet as I sit at my typewriter now, I am sure that I have never seen such a picture of the social breakdown of middle-class culture as I do here, in the handwriting of a single mother at the home. Venetian's house has a little every day and at

One Thing Only
and now there are 500 of You.

Let us know what you would like to write a history. Choose your favorite and work it up as the complete Four Country series, Past, Present, Future, Japan—Five inspiring volumes. Cross and Wagner, Orange Blossom, Martineau, Indianapolis, Indiana. Work it out and pass the new book. "The biography of history." *Clip six copies* and have the money for one copy more.

Vantines
INCENSE



10

FREE Please send me three issues of *Twenty-
Two*. *Twenty-Two* is a monthly
magazine of the arts.

The Negative "Social Fear" Appeal Pulled Much Better Than Any Other Appeal

under three headings. Most of those who answered placed first the use of incense as a means of doing away with disagreeable odors. Second came its use because "it smelled nice," while last came the romantic appeal.

Following this revelation of the importance of the utilitarian aspect, the problem came up of how to present this angle dramatically in Vantine advertising. The solution to the problem is presented in

May 15, 1930

May 15, 1930

the present Vantine campaign based on the "social fear" approach. Advertisements in the campaign stress the fact that many homes have an odor, from cooking, damp closets, etc., of which the occupants are often unaware and that the use of incense will make sure that these odors are dissipated. These advertisements have approached this angle both negatively and affirmatively. An example of the negative approach is one advertisement which shows a visitor taking tea with a friend at home. "My dear, don't you know why they avoid your home?" is the caption to the advertisement. This friend then goes on to explain: "No, don't misunderstand me. It's nothing to do with you personally. Everyone thinks you're lovely. But your home, my dear . . . don't you know what I mean?"

One of the advertisements which presents the angle affirmatively carries the caption, "Will we come? Well, I should say so!" and is illustrated by a woman accepting an invitation over the phone. The copy then explains how incense has added a charm to the home of the Whitons which makes people anxious to accept invitations to their house. A test of both types of advertisements revealed that the emphatic negative approach pulled 50 per cent more coupon returns.

In keeping with this new selling angle, the containers in which the incense is sold have also been redesigned. The old containers, which usually had illustrative decorations of the Orient, have given way to new containers in which the coloring and lettering have been simplified and modernized. The coloring for each of the new containers has been adapted to suggest the particular type of incense it contains. For example, the new container for the Wistaria incense is colored in a lavender, silver and black combination. The old package for Oriental Night incense, which was illustrated with an Oriental figure seated before a background of temples and minarets, has been changed to a package on which there is no illustrative figure, but which expresses the type of fragrance it contains by a graduated

combination of blues. These new containers have proved to have a better display value than the old ones. Salesmen report that they have noticed the dealers are placing the modernized containers in better display position than the former ones. The present Vantine campaign is running in general magazines and women's publications.

Net Profits of Beech-Nut Packing Company

Net profits of the Beech-Nut Packing Company for the three months ended March 31, 1930, amounted to \$614,031, before Federal taxes. Prepaid advertising was listed under assets of the company at \$580,553. Under liabilities was listed reserve for general advertising at \$532,719, less the amount used in 1930, \$92,593, leaving a balance of \$440,126, reserve for general advertising.

Net sales of the Beech-Nut company for the year of 1929, amounted to \$23,732,089, as compared with \$23,367,523 for the previous year. Selling expenses were \$5,512,594, for 1929, as against \$4,884,651, for 1928. Net profits, after charges and taxes, amounted to \$2,702,953, as compared with \$2,768,766 for 1928.

E. B. Hinshaw Appointed by Montgomery Ward

Exra B. Hinshaw, formerly general manager and secretary of the board of directors of the C. C. Anderson Company, has been appointed assistant national sales manager of Montgomery Ward & Company, Chicago. He will have charge of sales activities of the company's chain of 550 stores.

Joins Kenyon & Eckhardt

H. Pagett has joined the art department of Kenyon & Eckhardt, Inc., New York advertising agency, as specialist in typography. He was formerly with Hanff-Metzger, Inc., advertising agency, also of New York.

Appoints Toledo Agency

The Ohmite Manufacturing Company, Chicago, resistors, has appointed Manufacturers' Advertising, Inc., Toledo advertising agency, to direct its advertising account. Business papers and direct mail will be used.

Death of W. C. Mallory

Walter C. Mallory, of the staff of the Cramer-Krasseit Company, Milwaukee advertising agency, died recently. He was forty-one years old.

Joins Toronto "Globe"

M. B. Watts has joined the advertising staff of the Toronto *Globe*.

The
Christian Science
Monitor



**These Things
Are Worth While**

Here's what you get from
your advertising investment in
The Christian Science Monitor:

1. Your sales messages are linked with the prestige of the Monitor, in 135,000 homes.
2. Your campaign is "merchandised" to dealers by Monitor advertising representatives in hundreds of cities.
3. Your product is featured by dealers in their own advertisements.
4. Sales through present dealers are increased and new outlets added.

Published by The Christian Science Publishing Society, Boston, U. S. A.

TP 20-3/30

The Photograph Within a Photograph Idea

Artistic and Novel Effects Secured by the Blending of Two or More Perspectives in a Single Illustration

By W. Livingston Larned

THE marriage of one camera illustration to another often brings about an exceedingly happy union, and one which re-creates the average camera subject, supplying marked individuality. Photographers, today, are constantly on the lookout for innovations in this field, and they may range from placing a photograph within a natural frame which is, in turn, a photograph, to subtle overlapping of prints, which, after retouching, become a single unit beyond the power of the average eye to detect.

Some of these novelties are made at a single exposure while others are the result of the most ingenious patching processes, from a preconceived plan and a guiding pencil sketch. In almost every instance, a species of "surprise" is one of the outstanding features. The unexpected is done.

Photographs within photographs are invariably interesting and camera experts have made marked

progress in this direction in recent months.

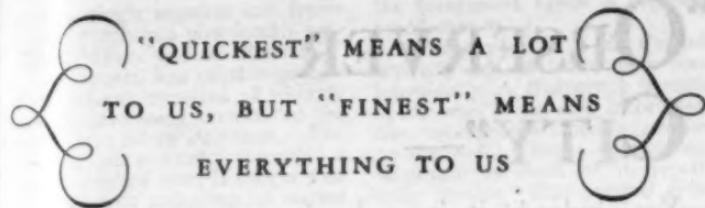
A series of interiors of beautifully appointed rooms was required for an important national account and it was really fascinating to watch the photographer at work. These scenes were all framed in large wall mirrors, and the camera actually produced them by catching reflections in mirrors.

It was no lazy art expedient, produced by cutting and patching two prints. It wasn't an instance of photographing a series of mirror frames separately, and then fitting room interior scenes into these frames, with a final spray of white reflections, to suggest that the camera made both exposures at one and the same time. That is a possible and a comparatively easy scheme, but more artistic results are often achieved otherwise.

The photographer in question worked for hours arranging mirrors and lights in such a manner that his camera would, indeed,

These Glaring, Curious Eyes Made This Listerine Advertisement Illustration Compelling and Hard to Pass





WE are typographers noted for unvarying promptitude. However, we are more solicitous that we shall be considered the finest in sustained excellence of work and ripened character of service, with sane speed that knows where it's going and misses no ingredient of quality by hurry.



LEE & PHILLIPS, INC.

228 EAST FORTY-FIFTH STREET, NEW YORK

Successors to

MONTAGUE LEE COMPANY, INC. FREDERIC NELSON PHILLIPS, INC. GRAPHIC TYPESETTING CORP.

CAXTON TYPOGRAPHERS, INC. (Formerly *Wieners Typographic Service*)

May 15, 1930

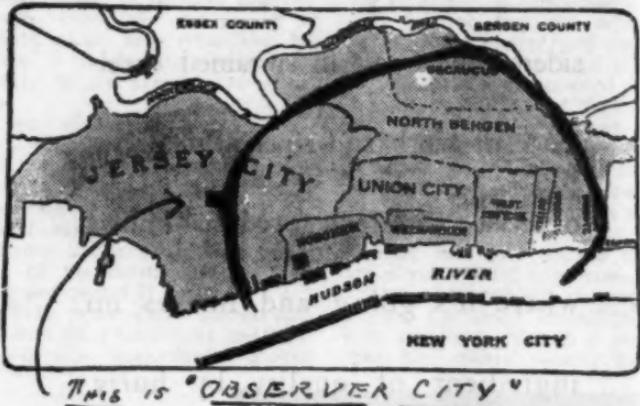
May 15,

"OBSERVER CITY"—

Yes, indeed, it is a new name for a splendid selling field of over a half million well paid wage earners and business people, whose banks showed in assets on

city of the country—the population is the same.

Ask the Gilman, Nicoll & Ruthman staff about the Jersey Observer, Hudson County's lar-



January 1, last, over a half billion of American dollars.

Observer City has a splendid and wide dealer distribution with a great consumer opportunity for demand. Why shouldn't a section of three fine cities and five prosperous towns interest you as much as the thirteenth

best daily newspaper. Right now it has over 46,000 daily sales—about 98% home circulation, too. Cash in on Observer City through the Jersey Observer.

You wouldn't leave out the 13th city on a national campaign, why overlook the Jersey Observer and Observer City?

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make a single negative and frame a photograph in a photograph, naturally. There was no "fooling."

The camera lens of this generation performs miracles. I recently saw an advertising camera "on the job" at Silver Springs, Fla. Pointed downward, through a glass-bottomed boat, it caught fish, sandy bottom and graceful marine plants, twenty feet below the surface, and very little detail was lost, incidentally. This is merely mentioned to indicate that very wonderful things can be accomplished with an advertising camera, some of them seemingly impossible. And how easy it is to deceive the eye, as we shall learn presently.

When the series of photographs just described was finished, the wall mirrors were natural and ornate frames for exquisite interiors, and while two distinctly different planes of distance had been established, one near, one at a distance, the picture frames were soft, melting, shadowy and indistinct, as they should be, while the interiors as reflected were surprisingly sharp. It was a beautiful campaign.

"You Look Your Best in Blue" was the headline for an unusual Middishade page, in black and white, and here again the photograph within a photograph idea was utilized with characteristically unusual results. A well-dressed young man stood near a wall, looking up at the framed picture of himself, in a becoming suit of blue. It was perfectly obvious that the entire illustration was camera made.

To produce such pictures, a number of technical possibilities are always available. One of these, and perhaps the easiest, is to fuse two separate prints. That is, the picture in the frame on the wall is a retouching job, the study of the figure being an insert, while

the foreground figure is superimposed over it.

Another plan is to do the job seriously and, in truth, more conscientiously. A photograph is made of the man in the suit, in perspective, to suggest its proper position on the wall. Then a bromide enlargement is made of it, practically lifesize. This print is fitted into a real frame and the frame hung on the wall. The model is then posed standing before it and



This Goodyear Tire Illustration Made Many Magazine Readers Blink with Surprise

this complete composition in turn, is camera-shot.

Combination effects there are of the most baffling and absorbing character which might well cause you to inquire as to how the negatives are secured. Some are modernistic, while others, although natural and unaffected, nevertheless contain rather mysterious elements.

A workman, full length, stands beneath an automobile that has been raised high from the ground to permit of gear lubrication. The lower part of the chassis and the service station man are in deep and artistic shadow while the whirling, fantastic background is

handled in vivid highlight effects.

But that background is thoroughly modern, being composed of overlapping gears, in mesh. Certain it is that no such gigantic gears would be obtainable. How could any camera secure such an illustration, combining realism with the futuristic touch as to background?

Here again, several processes are available. By far the best, in such a composition, would be to "build" the scene in its entirety and photograph it "all in one."

An actual car is raised in the air on the greasing frame, and the model posed. They are in shadow. But, beyond, a huge photograph "backdrop" has been arranged, covering the entire background. And this scenic effect is, actually, an enlargement of a smaller print of gears artistically mounted against a light gray setting. The camera is really photographing a photograph, insofar as this portion of the ensemble is concerned. But the eye fails to detect it and is puzzled.

Some unique backgrounds are thought out and made entirely practical by the back-drop scheme, and, as described above, may be a fusing of two separate prints or a composition photographed as a single display.

"Dandruff Betrays You," was a Listerine headline, and a disgruntled man was shown dusting dandruff from his coat, while, back of him, on every side, glaring at the discomfited model, were eyes; giant, glaring, spectacular eyes, dilated with impudent curiosity.

To photograph, separately, a number of such eyes, posed for the purpose, to cut them away from such portions of faces as might show, and to then mount them in group formation, fusing the entire picture together with a tie-up of

sprayed on background tint, is comparatively simple. From this a bromide print is made in large size and the model is posed before the "picture curtain." Then the photographer makes his negative. The old method was to combine two separate prints but it is not to be compared with the modern plan.

Magazine readers blinked with surprise a short while ago as they



A Modernistic Effect Has Been Achieved in This Whiz Illustration

opened a double-spread in photographic color and saw an illustration of enormous tire tread marks in a sandy roadbed. These tread marks had been enlarged to the point where they were fifty times normal, at least. Walking down in the gullies and on top of the marks, were figures an inch high, mere pygmies as compared with the more important feature of the design. Motorists were critically examining the traction imprint.

It may well be imagined that illustrations as sensational as this would spring a visual surprise. In this case, it was necessary to resort to a combination

ANOTHER RECORD MONTH

Again.. The Indianapolis Star (Daily) demonstrates overwhelming reader preference! April 1930 net paid circulation shattered every record in Star history! Superseding April 1929 by 5,947!

In addition The Indianapolis Star (Sunday) maintains the largest uncontested circulation of any Indiana newspaper.

DAILY STAR'S
GREATEST
CIRCULATION

117,722

NET PAID

Star League of Indiana
INDIANAPOLIS STAR
MUNCIE STAR
TERRE HAUTE
STAR-POST



KELLY-SMITH CO.
Representatives
NEW YORK CHICAGO
ATLANTA BOSTON
PHILADELPHIA
DETROIT

The
INDIANAPOLIS STAR

May 15, 1930

May 15, 1930

paste-up job. After a car with new tires had driven over a piece of roadbed selected for sharp imprint of the tread traction, a photographic, look-down section was made and from this an enlargement, many times up, of a part of the entire tread only.

Now figures were posed, separately, in the act of examining, in-



*A Particularly Pleasing Picture with
in a Picture Illustration as Used
by Jacques Bodart, Inc.*

vestigating, looking about with interest, and small prints silhouetted and mounted advantageously over the view of the tread marks. But to the average unschooled reader eye, this patching up could never be detected. That is where retouching comes in.

There are numerous methods whereby photographs are linked together, combined in various ways, interlocked by direct camera work or by means of superimposing, and the possibilities appear to increase as studios continue their interesting experiments.

And such a large percentage of these compositions, startling in their clash of proportions, are accepted by the reader as some species of super-human effort by an enchanted

camera. They do not stop to think that, as in the motion-picture field, backgrounds can be constructed from photographs, and then rephotographed in connection with something else not usually found in juxtaposition.

In Hollywood, a foreign building, such as Notre Dame, may be enlarged to very large proportions (often to near actual size) and placed in the background, while action is staged in front of it. When the finished reel is flashed on the screen, few in the audience detect the deception. To all intents and purpose, the actors are posed against the real façade of Notre Dame. Forests of trees are produced in this manner, and remarkably realistic mountain panoramas.

It is easier in a camera studio, where proportions are less formidable. A recent advertising illustration pictured a group of men staring up at an immense alarm clock, the face of which must have been twenty-five feet high. Naturally, a model for a timepiece of these dimensions would not be available. But it is not difficult to photograph an alarm clock and then throw it up to any desired size, as a back-drop for your action. This means that two planes are included on the single negative.

Many of the pictures which baffle you have been handled along these lines and the violent clashes of subjects are the result of tricks played in the studio.

Appointed by "Trunks & Leather Goods"

Robert J. Thornton has been appointed general manager of *Trunks & Leather Goods*, published by the Perry L. Smith Publishing Corporation, New York, succeeding the late W. H. Madden. Mr. Thornton has been with *Trunks & Leather Goods* for some time. He has also been elected treasurer and a director of the Smith company.

Ralph W. Dow, formerly editor of *Hides and Leather*, Chicago, has been appointed editor of *Trunks & Leather Goods*.

Death of H. B. Snyder

Harry B. Snyder, space buyer of The Sweeney & James Company, Cleveland advertising agency, died recently at that city.

SHERWIN-WILLIAMS

**PAINTS
AND
VARNISHES**

PAINT HEADQUARTERS

The Sherwin-Williams Company has used DuraSheen Porcelain Enamel Signs continuously for over fifteen years.



THE purchasing agent's order is the best testimonial in the world! Hence the fact that the leading sign users of American business have been ordering DuraSheen Porcelain Enamel Signs year after year is ample evidence that the signs are doing the best possible job at the lowest possible price.

The

DuraSheen
Porcelain Enamel
Lifetime Signs

**BALTIMORE
ENAMEL
and NOVELTY COMPANY**

Makers of "DuraSheen" Lifetime Signs

P.O. BOX E-4, BALTIMORE, MD. - 200 FIFTH AVE. N.Y.

American Press Association

Representing Country Newspapers to the Benefit of National Advertisers and Agencies

STARTING out fifteen years ago as a selling organization, the American Press Association has given extra service in a field that has been in special need of service.

Before that time, country newspapers were in a chaotic state and, as advertising mediums, of little consequence.

The first service the American Press Association set out to perform was the organization of country newspapers. The task was not an easy one. That was seen at once. But it was recognized also that, once attained, the result would be worth the effort. So the effort was continued without let-up.

Today country newspapers are organized. Hundreds of national advertisers acknowledge them as worthy mediums in an important market.

Always the American Press As-

sociation has served to the benefit of national advertisers and advertising agencies. That was true fifteen years ago when country newspapers were a nebulous mass. It is even more true today when country newspapers are a closely knit institution.

The extra service of the American Press Association is practical. It is tangible. It is variously apparent.

As concrete examples, there are *The Complete Directory of Country Newspaper Rates*, which the American Press Association publishes yearly for the benefit of advertisers and agencies, and *Complete Newspaper Markets*, which the American Press Association sponsored.

The extra service of the American Press Association is part of a selling plan that has demonstrated that country newspapers can be advertised in to great advantage.

225 WEST 39th STREET, NEW YORK

CHICAGO

122 So. Michigan Av. 2111 Woodward Av.

DETROIT

KANSAS CITY

307 Interstate Bldg. 1115 Lexington Bldg.

BALTIMORE

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Piston Ring Campaign Glorifies the Auto Repairman

How the Wilkening Manufacturing Company Is Getting the Repairman's Good-Will with Advertising

By R. W. Clarke

CAN the motoring public be made to demand any certain make of piston ring when new rings are needed to restore to the old bus part of the power of its youth?

Opinions may differ on this point; but, according to the experiences of the Wilkening Manufacturing Company, of Philadelphia, maker of Pedrick piston rings, the demand can be established through that very much misunderstood and sadly underestimated individual known as the automobile repairman. And here hangs the story of a novel and forceful use of advertising in behalf of the so-called hidden product—of how the Wilkening company determined the actual buyer of its product and then secured the good-will of that buyer in an unusual way.

About a year ago, the Wilkening company conducted a survey among car owners in the large cities, smaller towns and rural communities. A series of searching questions brought forth the following results:

First, that the car owner does not buy piston rings for repair work.

Second, that ninety-nine owners out of 100 do not know with what make of ring their cars are equipped.

Third, that ninety-nine out of 100 car owners accept the judgment of their repairman regarding piston ring value.

A further survey was then made among hundreds of repairmen and these statements were verified.

These results formed the foundation for the "Pedrick Repairman Booster Campaign." It was obvious that the advertising job was to secure the good-will of 100,000 repairmen, for the survey had proved that these repairmen were the actual buyers of piston rings, almost

what might be considered the ultimate consumers. The growth and success of the Wilkening company must depend then directly on the growth and success of the repairman in his community; and the repairman's growth and success in turn must depend on the motoring public's appreciation of his integrity, his ability and his experience in maintaining millions of cars on America's highways.

How to win the good-will of this repairman and as a result sell him more Pedrick piston rings was the next question to answer.

"It is true," George Briggs, vice-president and sales and advertising manager, says, "we had been telling him our story for years in our business-paper advertising, all with the view of having him resell our product—continually asking him to do something for us and we in turn doing very little for him from a re-sale standpoint except assuring him of customer satisfaction. Our survey proved, however, that the repairman could, and did, sell his customer and install in his customer's car any automobile part on which he, himself, was sold and that in practically all cases the customer accepted his judgment. If this be true, it is something to think about when one contemplates spending several hundred thousand dollars in advertising a piston ring.

A Useful Citizen

"A study of the automobile repairman — this buyer of piston rings—reveals some very interesting information. Instead of being just a 'grease ball,' as he is so often dubbed by those in the trade, we find him to be a most unusual and worth-while citizen in his community."

Mr. Briggs told of a true case uncovered near Peoria, Ill., where

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one R. A. Dean, local repairman, actually saved two lives.

A man and woman, it seems, were driving along a steep, curving, ice-covered road one night during a blizzard with the temperature 12 degrees below zero. The car skidded, broke through the guard rail of the road and hung perilously over a cliff with a forty-foot fall. The driver was afraid to get out and summon help, because the slightest movement would disturb the balance of the car and cause it to tumble over. A passing motorist noticed their predicament and notified Mr. Dean, owner of the Maplepoint Garage, at Kirkwood, Ill. The garage man came out with his wrecker and, after performing some interesting mechanical gymnastics (pictured fully in one of the forthcoming advertisements), managed to pull the stranded car back onto the road.

"Such stories," said Mr. Briggs, "are not unusual but are occurring daily in almost every town and hamlet throughout the United States. This, we believe, is truly an unusual public service and the motoring public, instead of recognizing it as such, has lambasted the repairman for being a few minutes late—for overcharging or for 'butchering' the mechanical efficiency of its cars. But lest we forget, the majority of the 25 millions of cars now on America's highways are maintained by these 100,000 repairmen and it is seldom that the occupation offers more than a humble living."

"We saw in this Peoria incident material for the merchandising of piston rings; it furnished the inspiration for the 'Pedrick Repairman Booster Campaign.' We had proved that the repairman is the buyer of piston rings, that if he was sold on our product and our company, our sales should increase correspondingly. The next step was easy. We had secured the material to do something for this repairman that never had been done before.

"It is true that in the past various associations have tried to make a better business man of him, have tried to install bookkeeping sys-

tems for him, have put a broom in his hand and told him to go to work and clean up his shop—but seldom were such efforts successful because they necessitated work on his part. Therein lay the strength of our plan. We were armed with ammunition that could render him a real service, asking of him nothing in effort. We were prepared to tell the American motoring public his true story and to secure a recognition of his services. We were prepared to raise him in the estimation of the public and eventually bring more business into his shop. Increase a man's business and as a rule you will automatically increase his business ability and those who are incapable will automatically fall by the wayside anyway.

News Stories of Heroism

"Subsequently, a series of advertisements was prepared and is now running in full-color pages in a national medium. They are of such character that they demand reader interest. They are news stories of disaster and heroism—unusual wrecks—and of course it is always the repairman who comes to the rescue. The stories, I might add, are all true."

The first advertisement to appear pictured the Peoria garage man swinging out into the night with his wrecker. It was headed "The Unsung Hero of Every Town," and told of the unusual services that these 100,000 garage men are rendering the American motorist. Following this are true stories of heroism told by picture and startling news headings. One of the advertisements was headed "A Mother and Her Baby Rescued—30 Below—a Raging Blizzard," and it told the story of a garage man's exploit in northern Wisconsin.

In addition, the Pedrick Medal of Honor was conceived—to be presented to certain repairmen who had performed some unusual public service. In each advertisement this medal is pictured together with the name of the repairman to whom it has been awarded.

"It is easy to see what all this led to," Mr. Briggs remarks. "The

DO YOU KNOW YOUR ADVERTISING

A B C's?

A DVERTISING

so they READ about your product

BROADCASTING

so they HEAR about your product

CONTROLLED SAMPLING

*so they can actually SEE and TEST
the product itself!*

It follows as logically as A B C that sampling should be part of practically every advertising campaign. *Because it gets your product into the home where it is seen! Where it is handled! Where it is USED!*

Sampling works hand in hand with publication advertising and radio broadcasting. It puts your sales message across with a new and better sense of reality. People are no longer obliged to wonder about your product; they *know* all about it, and knowing, *buy*. Certainly, beyond any shadow of a doubt, sampling stimulates that urge to BUY as nothing else can.

The Peck Distributing Corporation with 15 years' experience, with a large uniformed force carefully supervised, can handle any family-to-family sampling or literature distributing j.-b—ANYWHERE IN THE UNITED STATES.

Write for explanatory booklet



PECK DISTRIBUTING CORPORATION

271 Madison Avenue, New York

Telephone: CALedonia 0545

Branches in Brooklyn and Newark

SPECIALISTS IN
DISTRIBUTION
OF SAMPLES AND
ADVERTISING
LITERATURE

May 15, 1930

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strength of our campaign was in the merchandising of it to 100,000 repairmen. We first sent out a large broadside which was captioned 'The Greatest Break the Repairman Ever Had,' and which was illustrated on the front by a broken wishbone. In this broadside we informed the repairman of all the details of our campaign—of how we were telling the truth about him to 24 million car owners—of how we were selling his service to these car owners. We showed him the actual advertisements which were scheduled for the campaign. We told him of the Pedrick Medal of Honor and asked him to send us any unusual experience which he or any of his associates might have had. We told him, frankly, that our campaign was designed to sell his services to the motoring public because we, the manufacturers of Pedrick piston rings, knew that our own growth depended directly on his welfare and his success in the industry. We told him of the survey we had made among automobile owners and how as a result we could look only to him as the buyer of piston rings. We invited the repairman to tie into the campaign and enclosed in the broadside a postal card which he could return to us, signifying his approval of the thing we were doing for him. Thousands of the cards were returned.

"In addition to this broadside, we are sending each month to every repairman in the country an enlargement in colors of each advertisement several days before it appears. Included are stickers for display in the repairman's window.

"That we should have tangible evidence of the results of our efforts, we created an order for a new and smaller assortment of rings and this we called 'The Repairman Booster Order.' Even before the first advertisement appeared, we had received hundreds of these orders from repairmen, giving the name of the jobber through whom they wished the rings shipped."

As a further merchandising effort, meetings are being held periodically in different parts of the

country, sponsored by various jobbers and managed by the Wilkening sales promotion man. At the present writing there is an average of one meeting a day and at a recent gathering in Buffalo, there were almost 1,000 repairmen present. All repairmen within a radius of fifty miles are invited to attend. They are told of the "Pedrick Repairman Booster Campaign" and shown a motion picture which shows how Pedrick piston rings are made.

Once each month a large meeting is held in honor of the repairman who has been awarded the Pedrick Medal of Honor and whose story has been featured in the current advertisement. Here the repairman is publicly presented with the Pedrick Medal of Honor by the governor of the State, or some prominent man available for the occasion. No direct sales effort is made during the session.

To Publish Alhambra, Calif., "Post-Advocate"

E. F. Elfstrom, formerly in charge of national advertising of the Hollywood, Calif., *News*, has been appointed publisher and general manager of the Alhambra, Calif., *Post-Advocate*. He succeeds E. S. Kellogg, resigned, who has been head of the paper since its establishment in 1924.

Now the Essig Company, Ltd.

The Essig Company, Los Angeles advertising agency, has incorporated under the name of the Essig Company, Ltd. Albert Essig is president and Tom P. Mathews, vice-president and general manager.

Kirsch Account to Critchfield

The Kirsch Manufacturing Company, Sturgis, Mich., manufacturer of drapery hardware, has appointed Critchfield & Company, Chicago advertising agency, to direct its advertising account.

New Business at Los Angeles

John Henry Kunkel, formerly general manager of The Essig Company, Los Angeles advertising agency, has opened his own advertising business at 425 Beaux Arts Building, Los Angeles.

Joins Cleveland Art Organization

Harry H. Stair, formerly with the Greene Studios, Cleveland, has joined Harrison S. Burson, advertising art, also of that city.

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PRINTERS' INK

149

You May Look for News About

STEEL

—news of vital interest to every
maker — seller — buyer — user of
steel or steel products



May 15, 1930

May 15, 1930

**PLACE YOUR MAILING
PIECES BEFORE YOUR
PROSPECTS WITHOUT
A Advelope COST**



**Send for name of
local ADVELOPE
Representative.**

An inexpensive Envelope Letter and Folder all in one. Sent as third or fourth class postage.

**Save
\$20.00 per
Thousand
in Letter
Postage
Alone!**

**The
ADVELOPE
Saves More
Than it
Costs.**

Investigate this amazing new mailing method without delay—Advelope users report 100% to 300% increase in returns over previous mailing methods. Interest provoking as well as time, labor and money saving.

The most modern unit perfected for complete mailing of booklet, letter, samples and folder all at the same time at 3rd or 4th class postage rate. Seals like an envelope, insures security yet permits ease of postal inspection.

Advelope popularity based upon actual results and figures—not reckless claims!

**THE ADVELOPE CORPORATION
127-137 Beekman St., New York City**

FREE Booklet and Portfolio of ADVELOPES gladly sent upon request.

NAME _____

ADDRESS _____

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To Direct United Realities Sales

F. Roger Miller has been appointed general sales manager of United Realities, Inc., a national organization directing the management of hotels. His headquarters will be at Washington, D. C.

W. E. Blanke with United Agency

Waldron Everett Blanke, formerly with the McGraw-Hill Publishing Company, New York, has joined the marketing counsel and research department of the United Advertising Agency, New York.

Chain-Store Sales for April

Company	April	April	%	4 Months	4 Months	%
	1930	1929	Chg.	1930	1929	Chg.
Great Atl. & Pac	\$86,119,038	\$77,324,008	11.3	\$360,487,341	\$332,865,331	8.2
F. W. Woolworth	24,368,959	22,062,080	10.4	85,292,184	83,622,417	2.0
Safeway Stores ..	18,325,008	16,668,503	9.9	73,280,372	64,545,139	13.5
J. C. Penney ..	17,452,251	14,928,150	16.9	53,469,536	49,264,839	8.5
S. S. Kresge ..	12,724,089	11,367,652	11.9	43,279,634	42,727,920	1.2
MacMarr Stores ..	7,112,243	6,804,474	4.5	28,680,688	26,251,062	9.2
W. T. Grant ..	5,731,169	4,421,035	29.6	18,391,614	16,407,969	12.1
S. H. Kress ..	5,626,538	5,063,007	11.1	19,695,057	18,872,279	4.4
Walgreen Co. ..	4,246,841	3,542,958	19.9	17,140,557	13,375,533	28.1
McCormick Stores ..	3,651,074	3,157,734	15.6	12,610,549	12,428,201	1.5
*Daniel Reeves ..	3,610,538	3,410,013	5.8	12,936,461	12,438,357	4.0
Melville Shoe ..	3,271,142	2,455,020	33.2	8,332,692	7,773,824	7.1
F. & W. Grand- Silver Stores ..	2,686,682	2,154,948	24.6	8,545,539	7,559,318	13.0
Dominion Stores ..	2,483,975	2,448,807	1.4	8,542,513	8,425,927	1.3
Schulte-United ..	2,444,298	990,050	146.9	7,327,433	3,323,068	120.5
J. J. Newberry ..	2,355,546	1,808,532	30.2	7,462,649	6,336,356	17.8
Childs Company ..	2,330,411	2,298,801	1.4	9,199,330	9,091,433	1.2
Consol. Reta l ..	2,264,332	1,732,765	30.6	7,382,287	6,331,438	16.6
Lerner Stores ..	2,162,259	1,313,538	64.6	6,912,1u3	4,673,480	47.9
G. R. Kinney ..	1,946,952	1,496,146	30.1	5,373,127	5,741,208	-6.4
McLellan Stores ..	1,769,288	1,510,461	17.1	5,744,317	5,553,120	3.4
Lane Bryant ..	1,659,161	1,657,871	0.1	5,295,504	5,333,362	-1.2
Peoples Drug ..	1,414,653	1,171,277	20.7	5,442,183	4,588,873	18.6
Neisner Brothers ..	1,397,517	971,472	43.8	4,106,936	3,347,955	22.6
Waldorf System ..	1,352,334	1,337,896	1.1	5,369,487	5,252,458	2.2
Metropolitan Chain ..	1,348,472	1,131,646	19.1	4,345,758	3,961,585	9.7
David Pender ..	1,304,375	1,272,639	2.5	5,203,117	4,975,608	4.5
G. C. Murphy ..	1,290,648	1,112,339	16.0	4,401,929	4,035,413	9.0
*Jewel Tea ..	1,257,748	1,319,828	-4.7	4,951,620	5,056,175	-2.0
Schiff Company ..	994,214	603,780	64.6	2,742,015	2,139,008	28.2
Amer. Dept. Stores ..	957,573	857,870	11.6	2,981,827	3,000,428	-6
Exchange Buffet ..	584,527	585,975	-0.2	1,721,255	1,631,925	5.4
Sally Frock ..	516,696	297,160	70.5	1,569,175	1,056,132	48.5
Edison Bros.	501,153	296,682	68.9	1,405,327	1,085,429	29.4
Bickfords, Inc.	484,222	422,857	14.5	1,9,9,278	1,714,694	11.3
Kline Bros.	463,890	343,656	35.0	1,227,824	1,156,318	6.2
Federal Bake Shops ..	395,870	369,517	7.1	1,576,577	1,492,484	5.6
Nat. Shirt Shops ..	335,371	285,806	17.3	1,290,106	1,105,523	16.7
Shaffer Stores ..	327,225	229,090	42.9	1,278,483	922,750	38.5
*B/G Sand. Shops ..	287,064	260,335	10.2	1,195,386	1,080,567	10.6
Kaybee Stores ..	245,681	105,631	132.5	534,415	381,134	40.2
Morison Elec. Sup. ..	168,915	137,762	22.6	705,271	516,873	36.4
M. H. Fishman ..	156,390	127,741	22.4	425,030	308,456	37.8
Total	230,116,232	201,857,512	13.9	859,764,246	791,751,419	8.5

*Daniel Reeves' sales are for the five weeks ended May 3 and for the four months ended that date. Sales of Dominion Stores are for five weeks and seventeen weeks. Jewel Tea sales are for four weeks ended April 19 and for sixteen weeks ended that date. B/G Sandwich Shop sales are for the four weeks ending April 25 and for January 1 to April 25.

The David Pender company reports 424 stores and 60 markets in operation at the end of April against 398 stores and 25 markets last year. It also operates two bakeries and one restaurant.

NUMBER OF STORES IN OPERATION

	END OF APRIL		END OF APRIL		
	1930	1929	1930	1929	
S. S. Kresge ..	623	523	S. H. Kress ..	205	193
Walgreen ..	414	293	Metropolitan ..	148	112
McLellan ..	270	240	Peoples Drug ..	119	103
McCormick ..	340	338	Schulte-United ..	97	55
G. C. Murphy ..	155	142	Neisner Bros.	64	40
B/G Sandwich Shops ..	42	35			

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May 15, 1930

Letters from Executives Should Bear Their Titles

PARISIAN NOVELTY COMPANY
CHICAGO

Editor of PRINTERS' INK:

At a recent meeting of a number of sales managers, a discussion arose as to whether it was good policy for a concern to use titles following the signature on correspondence, such as sales manager, vice-president, etc.

Would appreciate hearing from you relative to the above discussion.

PARISIAN NOVELTY COMPANY.

OUR answer to this question of signatures is decidedly "Yes." An analysis of 100 letters received from representative organizations throughout the country dissolves any doubt.

Twenty letters contained the signatures of individuals only and we feel safe in stating that in almost every instance there was no title given because these persons had no title. Fourteen of these twenty letters were signed with the company name and then the signature.

A group of fourteen correspondents signed their names with a notation of the departments from which they originated. As was true with the first twenty letters, these fourteen persons had no titles, but were located in a special department — advertising department, research department, sales department, etc.

Sixty-six, or two-thirds of the letters were signed by individuals with their titles. These titles included presidents, vice-presidents, secretaries, managers, sales managers, sales promotion managers, advertising managers and branch managers.

Another interesting question which immediately arises is the method of writing these signatures and titles. That is, should the name of the company be included in the closing when the titles are given? If so, where?

Of the sixty-six letters only fifteen omitted the company name in the closing. Forty-four of the remaining gave the company name before the signature and title.

The advertisement features a large thermometer graphic. The top part of the thermometer is filled with a textured pattern. The words "WORLD", "EUROPE", and "BRITAIN" are written along the right side of the stem. The main text of the ad is contained within the bulb of the thermometer. The text reads:

Up, up, up go the sales of goods and services advertised in Punch. Wider and wider markets are tapped and reputation grows steadily. Workshops, offices, hum workshops! Let Punch's unique power work for you. Write to Marion Jean Lyon, Advertising Manager, 10, Bouverie St., London, E.C.4, Eng.

**ADVERTISING IN
PUNCH
DRIVES UP SALES**

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Established 1927

POLO has been purchased by "Polo Magazine, Inc.", a subsidiary of **HARPER & BROTHERS**, and will be published in a new and distinguished format commencing with the June issue.

The editorial scope will be broadened under the continued direction of the present editor, Mr. Peter Vischer, and will include elaborately illustrated special articles each month on the following subjects:

Polo
Hunting
Coaching
Aviation

Yachting
Travel
Financial
Real Estate

The page size will be increased to 672 lines—4 columns, 12" long by 2" wide. It will be printed on heavy coated stock assuring the finest of reproductions for both color and black and white.

POLO has the wealthiest circulation in the world—from the American Millionaire and the British Sportsman to the Rajahs of India, who spend more money for sports—POLO, HUNTING, YACHTING, AVIATION and TRAVEL—than any other class.

Watch for the June issue in its new dress

"POLO" reaches the richest market in the world

"Ne plus ultra"

HARPER & BROTHERS, PUBLISHERS

49 East 33rd Street New York, N. Y.

May 15, 1930



We'll Be Your "Branch House" In Any or All of 126 Major Cities

Send us your merchandise . . . put your sales force to work in our cities . . . and we'll do everything your own branch house could do in the physical distribution of your goods!

The A. W. A. Plan is a long-established, highly successful method of distribution . . . used for years by nationally known makers of foods, drugs, hardware, textiles and other commodities. This plan is now attracting the attention of manufacturers and distributors everywhere because of its proved soundness and very real economy.

This year of intense competition, 1930, has made the problems of distribution the chief concern of American business. Alert manufacturers are weighing the advantages and the costs of their established distribution machinery . . . seeking new sales outlets . . . improving their wholesale and jobbing connections . . . experimenting with direct selling.

At such a time, the A. W. A. plan of distribution offers new possibilities to every progressive manufacturer or distributor of goods — whether he sells direct or through jobbers. We receive merchandise in carload or less-than-carload lots . . . store it as long as you wish . . . distribute it when and where you instruct us. Thus you can achieve strategic "spot stock" distribution throughout the United States, Canada, Cuba, Hawaii . . . and be able to deliver your goods quicker at less cost.

Full details of our plan are described in a 32-page booklet recently published. Its title is: "Increasing Your Sales Through the Use of A. W. A. Public Merchandise Warehouses." We'd be glad to send you a copy, free, and without obligation. Just address the

**Public Merchandise Warehouse Division
AMERICAN WAREHOUSEMEN'S
ASSOCIATION**

1736 Adams-Franklin Building
Chicago, Illinois



while seven gave the signature first, then the title and lastly the company name.

Not one of the letters examined was unsigned. Every one contained the signature of an individual, although in some instances there were notations to the effect that all correspondence should be addressed to the company and not to individuals.—[Ed. PRINTERS' INK.]

T. M. Keresy with Lord & Thomas and Logan

Thomas M. Keresy, advertising and publicity director of the International Mercantile Marine Company, New York, has joined the New York office of Lord & Thomas and Logan as an account executive.

Robert R. Endicott has been appointed advertising and publicity director of the International Mercantile Marine Company to succeed Mr. Keresy. Mr. Endicott formerly was with the General Motors Corporation, Detroit.

C. W. Knowles with Wells Agency

C. Winfield Knowles has joined the production department of the Wells Advertising Agency, Inc., Boston advertising agency. Mr. Knowles was formerly with Daniel E. Paris, Advertising, also of Boston.

Joins Toledo Agency

Harris L. Corey, formerly with the Champion Spark Plug Company, Toledo, and the National Association of Photographers, has joined Manufacturers' Advertising, Inc., Toledo advertising agency, as an account executive.

New Business at Salt Lake City

Horace W. Shurtliff, formerly advertising manager of the Paris Company, Salt Lake City, has started an advertising business under his own name at the city. He was, at one time, with the Salt Lake City office of the L. S. Gillham Company.

George Wright with Underwood & Underwood

George Wright, formerly with the Frank Fulton Studios, has joined Underwood & Underwood, in their department of photographic illustration at Chicago.

Soap Account to Brisacher

The California Soap Company, Los Angeles, manufacturer of Sunny-Maid Granulated Soap, has appointed the Los Angeles office of Emil Brisacher and Staff, advertising agency, to direct its advertising account.

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How Did National Advertisers Fare During the First Quarter?

(Continued from page 6)

which also was above the average, the identical companies had combined net profits of \$280,139,000, over which this year shows an actual gain of approximately \$13,000,000 or 4 per cent. In the case of mergers occurring in the last two years, the earnings, if available, of the two absorbed companies have been taken into account so as to make the figures comparable.

It is evident from these data that things haven't been so black after all. Business slumped during January, February and March, but it still went ahead of 1928, which was a banner year.

A partial explanation of this increase is found in the fact that a moderate increase is to be expected as a result of the growth in invested capital. The National City Bank points out that most concerns pay out only a portion of their current earnings in dividends, carrying the balance to surplus account, and that their fixed capital is frequently enlarged by the offering of additional stock to shareholders. Last year many corporations altered their capital structure by calling bond issues for retirement from the proceeds of common stock subscriptions, thus saving interest charges and leaving a greater part of their gross profits available for dividends.

In measuring the profitability of industry, therefore, it is important, the bank declares, to consider not only the comparative earnings but also the large amounts of additional capital that are invested every year. On January 1, 1930, the balance-sheets of the 200 companies represented in the National City's tabulation, showed outstanding capital stock and surplus, commonly spoken of as net worth, aggregating \$10,417,734,000, which was approximately 11 per cent larger than on January 1, 1929, and 19 per cent larger than on January 1, 1928. In relation

Good Copy

**Advertising
is like friend-
ship in some
respects—**

**You get out
of it what
you put into
it.**

**HAWLEY
ADVERTISING
COMPANY
Inc.
95 MADISON AVE.
NEW YORK CITY**

ACQUAINTANCES

You know them:

As they think—act—produce,

Your Advertising Manager

Your Sales Manager

Your Salesman

You are sure they are serving you to the fullest.

However

Do you know these:

As they think—act—consume,

Your Wholesalers?

Your Retailers?

Your Users?

Be sure they are serving you to the fullest.

R · O · EASTMAN
Incorporated

113 West 42nd Street - - New York

Space Salesman

A man to sell advertising space in automotive mail order catalogue. Circulation over 2 million. Liberal commission. Only experienced publication representative will be considered. In first letter give complete information and include past record on various publications.

Address "O," Box 260,
Printers' Ink.

to these figures, aggregate net profits in the first quarter of 1930 represented a return of 2.8 per cent on net worth, whereas the rate of return in the corresponding quarter of 1929 was 3.9 per cent and in 1928 was 3.2 per cent.

It is dangerous and unfair to draw general conclusions. Many of the companies that reported gains for the first quarter of this year probably will not do so well in the second. And we can also look forward to seeing gains reported in the second and following quarters by many of the companies that had poor showings in the first. In fact, it must be admitted that these first quarter profits don't prove anything conclusively.

Non-recurring Profits and Losses Must Be Allowed for

One company that showed a gain did so because of favorable investments. Actually its profits were less. Another company which reported a large drop in earnings made unwise purchases in materials and its earnings suffered accordingly. There are countless non-recurring profits and losses that are not discernible from an examination of the bare profit figures. That is why it must be emphasized that it is dangerous to draw any general conclusions from the figures which are presented here.

But the change in actual earnings of representative corporations from year to year does provide an interesting and useful index, although not wholly accurate, as to the trend of conditions.

The period with which we are dealing in this article will probably be valuable as a low-water mark for business. It may serve as a mark by which we can measure the bottom. Our recovery from the depression will be determined during the coming months largely by a comparison with this bottom mark.

It seems almost certain that business has already risen some little distance, and, unless some unforeseen calamity is imminent, we should soon find business much nearer to the 1929 high mark.

May 15, 1930

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THE BOSTON DAILY RECORD

BOSTON'S ONLY PICTURE NEWSPAPER

*Announces
the appointment of*

Reynolds-Fitzgerald INC.

New York

Philadelphia

Chicago

San Francisco

Los Angeles

As

NATIONAL ADVERTISING REPRESENTATIVES

Effective

May the 7th, 1930

May 15, 1930

May 15, 1930

FARM P

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ANNOUNCING ~

THE 1930 EDITION

of

The "NEBRASKA BOOK"

NOW AVAILABLE TO SALES MANAGERS,
ADVERTISING MEN, SALESMEN AND OTHERS
INTERESTED IN THE FARM MARKET OF NEBRASKA.

THE Nebraska Book contains complete facts and figures on the great potential market of rural Nebraska. The production of all grain crops is shown by counties and the number of head and value of livestock is tabulated by number-of-head-per-county. A detailed report of modern conveniences, motor cars, trucks, tractors, power machinery, and other farm owned equipment is also given by counties. The circulation of The Nebraska Farmer is broken down by towns and counties and the splendid editorial and Protective Service contact with readers is described in detail.

THE Nebraska Book has been prepared for those interested in Nebraska. No manufacturer of a product intended for distribution in Nebraska should be without a copy of this book. It is a valuable aid to sales programs. A letter will bring you a copy by return mail.

THE NEBRASKA FARMER

Nebraska's Farm and Home Paper
Lincoln, Nebraska

Also

Publishers of the Nebraska Merchant and Trade Review
Nebraska's Trade Paper

Nebraska Member
Standard Farm Papers

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**FARM PAPER SUMMARY
FOR APRIL**

**COMMERCIAL ADVERTISING
LINEAGE**

(Exclusive of house, livestock, baby chick and classified advertising)

MONTHLIES

	1929	1930
	Lines	Lines
Country Gentleman ..	72,326	62,759
Capper's Farmer	29,027	\$29,007
Successful Farming ..	26,286	26,683
New Breeder's Gazette ..	23,585	21,586
California Citrograph ..	15,705	17,189
Farm Journal	19,988	14,679
Country Home	16,628	14,536
Florida Grower	12,292	13,035
Poultry Tribune	12,182	11,714
Amer. Fruit Grower ..	8,298	10,089
New England Dairymen ..	7,960	8,086
National Live Stock Producer	6,170	7,300
The Bureau Farmer ..	5,893	6,890
Better Fruit	7,389	6,311
Farm Mechanics	7,671	6,041
Amer. Produce Grower ..	3,843	5,422
Iowa Farmer & Corn Belt Farmer	4,660	5,068
American Farming	5,575	3,798
The Florida Farmer ..	*6,977	3,235
Pacific Homestead	1,828	1,672
Farmers' Home Journal ..	1,852	903
Totals	296,135	276,003

*Two Issues.

†Smaller Page Size.

SEMI-MONTHLIES

	1929	1930
	Lines	Lines
Dakota Farmer	44,016	38,897
Hoard's Dairymen	30,342	32,421
Oklahoma Farmer-St'kman ..	38,774	31,857
Missouri Ruralist	37,520	31,287
Montana Farmer	29,595	26,440
Southern Agriculturist ..	24,229	20,846
Utah Farmer	15,221	19,373
Western Farm Life ..	22,807	19,066
Southern Planter	19,302	16,531
The Illinois Farmer	26,657	16,428
Southern Ruralist	19,613	15,219
The Arizona Producer ..	10,149	†13,554
Missouri Farmer	9,824	8,433
Farmer & Breeder	10,454	6,416
Arkansas Farmer	5,904	5,680
Southern Cultivator ..	4,865	3,632
Totals	349,272	306,080

†Larger Page Size.

A Standard Farm Paper

**Where Prosperity Is
Still a Fact**



SANDERS PUBLISHING COMPANY, CHICAGO

**Livestock is employed
and working**

Breeders and Feeders of live stock have not laid off their cattle, hogs, sheep and poultry. No unemployment here. Prices have been good, and conditions generally continue satisfactory.

You talk to the best prospects with the means to purchase when you advertise to Breeder's Gazette readers—all live-stock owners who market their crops, their poultry and live stock.

BREEDER'S GAZETTE

Purebred Record Building

Union Stock Yards Chicago

Representatives:

**STANDARD FARM PAPERS
CHICAGO**

**WALLACE C. RICHARDSON
250 Park Ave., New York City**

May 15, 1930

May 15, 1930

WANTED:

A Real Sales Executive to join a well-known, first class lithographic concern in New York City.

The right man knows the business in all its departments. He sells his customers because he advises them well.

He is now earning at least \$10,000. a year.

He has reached the age when he wants to be a part owner of the company for which he works.

The right man will be made happy and may rest assured that his inquiries will be treated in strict confidence, and his first letter should be fairly complete.

**Address "G," Box 114
care of Printers' Ink**

WEEKLIES (Four Issues)		1929	1930
	Lines	Lines	Lines
Wallace's Farmer & Iowa Homestead ..	44,560	60,526	
The Farmer-Farm, Stock & Home	53,908	51,629	
Nebraska Farmer	56,826	50,993	
Wisconsin Agriculturist & Farmer	33,172	50,810	
Prairie Farmer	49,093	45,708	
Kansas Farmer, Mail & Breeze	47,677	40,477	
Pennsylvania Farmer ..	42,960	39,209	
Pacific Rural Press	38,707	38,599	
Ohio Farmer	44,827	37,497	
Rural New Yorker	44,487	36,098	
Michigan Farmer	38,777	34,290	
Farm & Ranch	40,241	33,022	
The Farmer's Guide	37,567	32,647	
California Cultivator	32,993	31,575	
Washington Farmer	32,607	30,306	
Oregon Farmer	31,261	29,071	
American Agriculturist	30,889	28,918	
Progressive Farmer & Farm Woman	36,978	28,632	
Idaho Farmer	29,874	27,372	
New Eng. Homestead	36,081	26,975	
Dairymen's League News	7,731	9,285	
Totals	811,216	763,839	
FARM NEWSPAPERS (Five Issues)		1929	1930
	Lines	Lines	Lines
Kansas City Weekly Star	†40,616	45,317	
Dallas Semi-Weekly Farm News	†8,375	†6,137	
Memphis Weekly Commercial Appeal	8,385	5,498	
Atlanta Tri-Weekly Constitution	4,108	1,709	
Atlanta Tri-Weekly Journal	3,508	453	
Totals	64,992	59,114	
†Four Issues.			
Grand Totals	1,521,615	1,405,036	

(Figures compiled by Advertising Record Company)

To Represent Berkeley, Calif., "Gazette" in East

Prudden, King & Prudden, Inc., publishers' representative, New York, has been appointed Eastern advertising representative of the Berkeley, Calif., *Gazette*.

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Buying Power Is Rising Now

COWS are freshening. Soon they will be out on green pastures. Then feed expense will fall while receipts from milk will climb. Net income from the dairy is largest during Spring and early Summer.

Readers of the Dairymen's League News are still enjoying satisfactory prices, in spite of the national milk surplus. This is because they are located close to the world's greatest fluid milk market. Also because of the stabilizing power of a great co-operative marketing association.

The Dairymen's League News is the *only weekly dairy paper* published in the East. This permits of quick action and a flexible schedule.

Write for Sample Copy and Rate Card.

DAIRYMEN'S *League* NEWS

New York
11 West 42nd Street
W.A. Schriener, Business
Phone Pennsylvania 4750

Chicago
10 S. La Salle Street
John D. Ross
Phone State 3652



PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK
CITY. TELEPHONE: ASHLAND 6500. President
and Secretary, J. I. ROMER. Vice-President,
R. W. LAWRENCE, Treasurer, DAVID MARCUS.
Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Street,
GOVE COMPTON, Manager.

Atlanta Office: 87 Walton Street,
Geo. M. KOHN, Manager.

St. Louis Office: 915 Olive Street,
A. D. MCKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager,
San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50
for six months. Ten cents a copy. Foreign
postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50;
quarter page, \$33.75; one-inch minimum, \$10.50;
Classified, 75 cents a line, minimum order \$3.75.

JOHN IRVING ROMER, Editor
ROBERT W. PALMER, Managing Editor
ROY DICKINSON, Associate Editor
BERNARD A. GRIMES, News Editor

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C. B. Larrabee	C. P. Russell
E. B. Weiss	Andrew M. Howe
Arthur H. Little	Eldridge Peterson
Thomas F. Walsh	Don Masson
H. W. Marks	Allen Dow

A. H. Deute, Special Contributor

Chicago: G. A. Nichols
Frederic Read
Philip H. Erbes, Jr.

London: Thomas Russell

NEW YORK, MAY 15, 1930

**Let's
Question**

It tapping locomotive wheels for twenty-five years, couldn't tell, in response to a question, what he was supposed to find out when he tapped.

Although we've heard that story so many times that we can almost tell when a speaker is on the verge of springing it, we've never believed it. Nevertheless, it did come back to us the other day when we read, in an article in *Barron's* by Charles P. Tolman, consulting engineer, an incident about the pipe industry.

Mr. Tolman was not talking about the sort of pipe the cigar stores dispense. He was referring to the pipe used for oil and gas lines and had in mind the entrance of the A. O. Smith Corp.,

Everybody has heard the story of the railroad worker who, after

into this field of manufacture. Now pipe has been made for thousands of years. As a consequence, as in every industry that has reached a mature age—and as in many industries which cannot yet boast of many years—traditions had become established concerning how to make pipe.

One of these traditions dictated that pipe should be made in twenty foot lengths. Why? Nobody could answer that question any more than could the hero of the wheel tapping story. Pipe had always been made in twenty-foot lengths and that was all there was to it.

The A. O. Smith Corp. decided to break with tradition. It designed its new plant to make much longer pipe, first turning out thirty-foot lengths and later forty-foot lengths "saving one-half the number of joints," to quote Mr. Tolman, "and effecting a very great economy in laying pipe lines frequently several hundred miles in length."

"Let's question it" would seem to be a perfectly splendid shibboleth to wave in front of all traditions. It ought to be especially valuable to the smaller concerns in an industry. For the small concern, when it does discover a profitable way of breaking with tradition, is able to move much faster than its larger competitors.

And of course so far as advertising is concerned, a sanely founded break with tradition always makes an excellent copy argument.

**A New
Business
Conscience**

At the recent meeting of the Chamber of Commerce of the United States one of the subjects which was most discussed was that of more stabilized employment through better management.

Morris Leeds, president of the Leeds & Northrup Company, offered a thought during the discussion which promises to become one of the most quoted suggestions ever made on this subject.

All the tried plans, such as developing new products for off-season uses, cutting out the sea-

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sonal valleys and all the rest, depend on a fundamental state of mind.

Management which fails to earn interest on its bonded indebtedness is not good management. Even if the failure is due to a general depression, conscientious management is worried, and has a decided twinge of conscience.

"A conscience must be developed in business," said Mr. Leeds, "which will give management just as much of a twinge when skilled workers are laid off."

There was a time, a few years ago, when an opportunity to make labor come to its knees through fear of losing jobs was considered in a totally different light.

It is a fine promise for the future when a large group of men, representing management in all lines of industry, will hail a statement like Mr. Leeds' as sound.

Without such a conscience management will never clear up the greatest blot upon our present industrial system. With this new business conscience real wonders can and will be accomplished.

Who's Among the Dilatory? Among the handicaps that attend the management of business by government is the bad memory of the average statesman—a fault revealed rather dramatically by a surprising bit of news issued this week by the Federal Trade Commission.

It will be recalled that recently there boiled up in Washington a considerable pother about the chain stores. The boiling began in the Federal Radio Commission when the commission was asked to revoke the broadcasting license of W. K. (Dollar Coffee) Henderson, who was damning the chain stores quite literally via private microphone from Shreveport. The resultant heat spread into the Senate; and there the opinion was expressed—and loudly, with gestures—that something ought to be done, legislatively, about the whole chain-store situation. At least, it was urged that the Government ought to determine just what the situation was like.

And now comes Chairman Garland S. Ferguson, of the Federal Trade Commission, to complain that shortage of funds is handicapping the commission in a certain investigation. What investigation? Why, an investigation of the chain-store situation, as requested by the Senate on May 5, 1928.

In point of painful fact, Mr. Ferguson reveals, the appropriation provided has been exhausted. But—

"Despite all the difficulties and delays encountered through shortage of personnel, the dilatory responses of business concerns, and the fact that much data remains to be procured," Chairman Ferguson says, "the commission desires to report that sufficient information has already been obtained, or is in process of collection, to insure an answer to most of the inquiries contained in the Senate resolution."

Whereat, in view of the recent Senatorial hoopla, the situation seems to become even more complicated.

Advertising men will be especially interested, however, in Chairman Ferguson's not-so-soft impeachment of business concerns for their "dilatory responses."

It develops that, as a part of its investigation, the Commission sent to chain-store managements a questionnaire consisting of thirty-six pages. At this date, says Mr. Ferguson, "usable" returns have been received from about 10 per cent of the chains, including most of the larger ones. Ten per cent returns on a thirty-six-page questionnaire would seem to be pretty good. Indeed, rather than convicting the chain managements of procrastination, it would seem to reveal, on their part, a high quality of patriotism.

Ten Rules of Good Management At the recent meeting of the American Management Association, in New York, Colonel M. C. Rorty, vice-president of the International Telephone and Telegraph Corporation, suggested ten rules for good organization. Pointing

May 15, 1930

out that the greatest problem in all management is to safeguard and develop the human element in the upper ranges of the organization, he gave these rules for guidance:

1. Definite and clean-cut responsibilities should be assigned to each executive.

2. Responsibility should always be coupled with corresponding authority.

3. No change should be made in the scope or responsibilities of a position without a definite understanding to that effect on the part of all persons concerned.

4. No officer or employee, occupying a single position in the organization, should be subject to definite orders from more than one source.

5. Orders should never be given to subordinates over the head of a responsible officer. Rather than do this the officer in question should be supplanted.

6. Criticisms of subordinates should, whenever possible, be made privately, and in no case should a subordinate be criticized in the presence of officers or employees of equal or lower rank.

7. No dispute or difference between officers or employees as to authority or responsibilities should be considered too trivial for prompt and careful adjudication.

8. Promotions, wage changes, and disciplinary action should always be approved by the officer immediately superior to the one directly responsible.

9. No officer or employee should ever be required, or expected, to be at the same time an assistant to, and critic of, another.

10. Any officer whose work is subject to regular inspection should, whenever practicable, be given the assistance and facilities necessary to enable him to maintain an independent check of the quality of his work.

It is interesting to note that all these rules are founded on human experience that began hundreds of years before large corporations were known. They have always been effective in developing leadership qualities.

If management is eventually to become a real science, as so many

industrial leaders hope it will, it must add to its economic usefulness a proved contribution to the development of human individuality and character.

The business organization which builds real men and takes the trouble to develop their capabilities will, of a certainty, build real and continuing profits. The rules suggested by Colonel Rorty are well designed to develop leaders instead of automaton.

C. E. Murphy Heads New York Club

Charles E. Murphy, who has been a director of the Advertising Club of New York, has been elected president. He succeeds James Wright Brown, publisher of *Editor and Publisher* and *The Fourth Estate*. Mr. Murphy conducts his own law practice, specializing in advertising law.

Oliver B. Merrill, Eastern manager of *The Americas Boy Combined With The Youth's Companion*, was elected vice-president for a one-year term. Lee J. Eastman, president of Packard Motor Car Company of New York, was re-elected vice-president for another term of three years.

John A. Wilkens, treasurer of the Charles Francis Press, was elected treasurer of the club, succeeding H. R. Swartz, who has held this office for several years.

William D. M. Simmons, of the Underwood Typewriter Company and the General Office Equipment Corporation, and Ralph Trier, president of the New York Theatre Program Corporation, were elected to three-year terms on the Board of Directors.

R. J. Chambers to Join H. K. McCann

Robert J. Chambers, vice-president and head of the media department of Stanley E. Gunnison, Inc., New York advertising agency, will join the Cleveland office of The H. K. McCann Company, in an executive capacity, effective about May 19.

Charles R. Rice, a member of the staff of the Gunnison agency, has been appointed head of the media department and an account executive, succeeding Mr. Chambers.

Death of J. Van L. Wyckoff

J. Van Liew Wyckoff, for a number of years treasurer of the former George Batten Company, died Monday morning at Ridgewood, N. J. He was fifty-two years old. He had joined the George Batten Company in 1895 and had been made treasurer in 1904, retiring in 1927, because of illness. The company was consolidated with Barton, Durstine & Osborn, Inc., in 1928 to form the present company of Batten, Barton, Durstine & Osborn, Inc.

May 15, 1930

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Newell-Emmett Company

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Advertising - Merchandising Counsel

40 EAST 34TH STREET
NEW YORK

FOUNDED in the belief
that reputation would
follow a concentration
of effort in serving with
extra thoroughness the
individual requirements
of a limited number of
advertisers.

Ten busy years have jus-
tified that belief, while
the gradual development
of personnel is making
possible a slowly in-
creasing list of clients.

"NOT HOW MUCH, BUT HOW WELL"

May 15, 1933

Advertising Club News

Advertising Specialty Group to Meet

The Advertising Specialty Association will sponsor a departmental group meeting in conjunction with the convention at Washington of the Advertising Federation of America. The session will be held on the morning of May 20 with William H. Seely, president, The Osborne Co., Newark, N. J., presiding. Rolland D. Doane, advertising manager, Portland Cement Co., will talk on "Advertising Art Calendars." L. A. Chambliss will discuss "Advertising Your Advertising."

* * *

Heads Madison, Wis., Club

George Vaughan, advertising manager of the Wisconsin Light and Power Company, was elected president of the Madison, Wis., Advertising Club, at its annual meeting, succeeding Joseph L. Starr. Katherine Alberti, advertising manager of Baron's department store, was made vice-president. Emil C. Cady, attorney, was elected treasurer and Fred Bittorf, of the Kilgore Company, secretary.

Directors elected are: Mr. Starr, chairman; Walter Frautsch, A. J. Fitch, Mrs. June B. Wheeler and Arthur Hallam.

* * *

Advertising Men to Occupy Spokane Pulpits

A feature of the Spokane convention of the Pacific Advertising Clubs Association will be addresses made by members of the association from the pulpits of Spokane churches on Sunday, June 22, the opening day of the convention. This feature is being sponsored by a group of Spokane ministers in order to give advertising men an opportunity to explain the merits of advertising and its accomplishments to the congregations of that city.

* * *

Philadelphia Women's Club Gives Scholarships

Two scholarships were awarded by the Philadelphia Club of Advertising Women at the graduation exercises of the advertising class of that club, held recently, to Martha D. Hirsch and Helen Klose. These scholarships are for a two-year advertising and merchandising course at the Charles Morris Price School of Advertising and Journalism of the Poor Richard Club.

* * *

Philadelphia Club Plans Tour

The Poor Richard Club, Philadelphia, will conduct a "Silver Jubilee Tour" to the Pacific Coast, leaving Philadelphia August 8 and returning August 24. Howard F. Kainer, secretary of the club, is chairman of the committee in charge. Other members of the committee are Theodore E. Ash, William J. Laird, James J. Stinson, Edgar Taylor and George Raley.

Josephine Snapp Heads Chicago Women's Club

Miss Josephine Snapp, of the Chicago office of *The Household Magazine*, was last week elected

president of the

Women's Adver-

tising Club of Chi-

cago. She succeeds

Miss Ruth Proct-

er, Northern Trust

Company. Marjorie Fletcher,

Blackett-Sampson

Hummert, Inc.,

and Lucille Fisk,

American Home

Magazine Publish-

ers, are the new

first and second

vice-presidents, re-

spectively.

Miss Helen Crawford,

Capper Publications,

was elected

treasurer. Kathleen Yeast, Scott

Foresman & Com-

pany, is recording

secretary and Martha Delaplaine, Stack

Goble Advertising Agency, is corre-

sponding secretary.

Committee chairmen for the coming year were appointed as follows: Marie Nyhan, Buckley, Dement & Company, finance; Scotch Jennes, *Holland's Magazine*, social; Georgia Rawson, State Teachers' Associations, vocational; Marion Merrill, *Liberty*, membership; Eugene McCaig, Loftis Brothers & Company, publicity; Ruth Gragg, McQuinn & Company, program. Mary Quinn, Guenther-Brown & Company, was elected historian.

* * *

To Discuss Co-operation Between Radio and Newspaper

Co-operation between radio and newspaper will be discussed at the broadcast advertising session of the Advertising Federation of America at its annual convention at Washington, D. C. Martin P. Rice, manager of broadcasting and of advertising and publicity of the General Electric Company, Schenectady, N. Y., is in charge of the program.

A formal address on the subject will be delivered by Earl D. Baker, business manager of the Washington *Daily News*. Other speakers and their subjects will be as follows: T. F. Driscoll, advertising manager, Armour & Company, Chicago, "Reselling Broadcast Advertising Through Other Media"; M. Meighan, J. Walter Thompson Company, "The Place of Spot Broadcasting"; R. D. Keim, general sales manager, E. R. Squibb & Son, New York, "How E. R. Squibb Merchandised Will Rogers by Radio"; John Benson, president of the American Association of Advertising Agencies, "Relations of Advertising Agency to Broadcast Advertising", and Frank A. Arnold, director of development, National Broadcasting Co., "National Reactions by the Audience and the Advertisers to Network Broadcasting."

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Retail Advertisers to Meet

Arrangements have been completed for the program of the retail advertisers' departmental at the convention, next week, of the Advertising Federation of America. Sessions will be held at the Hotel Willard, Washington, as follows:

May 20, morning: Alan A. Wells, sales manager, Kresge Department Store, Newark, N. J., "Promoting Business with Planned Advertising"; J. C. Neal, publicity director, Younker Brothers, Des Moines, "What About This Business of Customer Study?"; John J. McGowan, publicity director, Gimbel's, Pittsburgh, "Making a Lower Market Pay Bigger Dividends"; Miss Lucy Park, Fashion Co-ordination Bureau, "Fashion in Advertising," and A. W. MacDonald, advertising manager, F. & R. Lazarus Co., Columbus, Ohio.

Luncheon meeting: E. Davis McCutchan, director, sales and advertising, D. H. Holmes Co., New Orleans, "Planning and Controlling Department Store Advertising Expenditures"; H. S. Waters, sales and advertising director, James McCreery & Co., New York, "Fifth Avenue Advertising"; Dorothy Swenson, publicity director, Abraham & Strauss, Brooklyn, "Changing Fashion Advertising to Meet New Conditions"; R. G. Parker, advertising manager, W. T. Grant Co., New York, "Effective Chain Store Advertising"; William Nelson Taft, publisher, Philadelphia *Retail Ledger*, "Why Is Retail Advertising Accomplishing So Little?", and P. N. Welsh, sales promotion manager, W. H. Whitney & Co., Albany, N. Y., "Advertising a Store in the Three Million Dollar Class."

May 21, morning: I. A. Hirschmann, publicity director, L. Bamberger & Co., Newark, N. J., "Advertising One of America's Great Stores"; David Lampe, Baltimore, "Dramatizing Layouts in Store Advertising"; B. W. Newell, advertising manager, J. N. Adams & Co., Buffalo, "Putting on More Horses"; E. C. Rogers, director of public relations, McCurdy & Co., Rochester, "Preparing Advertising Copy for the Other Fellow's Angle—and Remembering He's Usually a Woman," and John H. DeWild, G. Sommers & Co., St. Paul, "From the Outside Looking In."

* * *

Poor Richard Club Holds Spring Outing

The Poor Richard Club of Philadelphia held its spring outing at the Manufacturers Country Club, Oreland, Pa., on May 7, with over a hundred members attending. The low net golf score of 70 was brought in by three members: Edward L. Winger, with a handicap of 29, W. Lester Banes, with a handicap of 24, and A. King Aitken, with a handicap of 25. The second low net was turned in by W. J. Henderson, with a 72. Tied for third low at 75 were Leo F. Supple, Williams Wilcox and S. D. Hofheimer. The low gross was turned in by John Buchanan, who made a score of 80. Ray Neal made second with 81. The chairman of the outing was Mr. Hofheimer.

C. H. McMahon, President, Adcraft Club

Charles H. McMahon, vice-president, First National Bank, has been elected president of the Adcraft Club of Detroit, succeeding William R. Ewald, director of travel service, Campbell-Ewald Company, who has completed five years of service on the board of directors of the club.

Other officers elected are as follows: First vice-president, H. J. C. Henderson, sales and advertising manager, Fisher Body Corporation; second vice-president, E. G. Frank, vice-president and treasurer, Frank & Spedden, Inc., advertising agency, treasurer, Herbert Ponting, general manager, Detroit News, and secretary, George O. Leonard, director of media and research, Campbell-Ewald Company. Harold M. Hastings continues as secretary-manager of the Adcraft Club for the fifth term.

* * *

Curtis Gives \$1,500,000 to Franklin Memorial

At a luncheon held at the Poor Richard Club last week, Cyrus H. K. Curtis announced a gift of \$500,000 in cash for the building fund and \$1,000,000 for the sustaining fund of the Benjamin Franklin Memorial and Franklin Institute Museum to be erected on the Parkway in Philadelphia. It is expected that ground will be broken on June 18, the birthday of Mr. Curtis, president of the project. Other gifts by members of the Poor Richard Club present at the meeting include \$225,000 by A. Atwater Kent, \$100,000 by William L. McLean, publisher of the Philadelphia *Bulletin*, and \$250,000 by Samuel S. Fels, Fels & Company. The breaking of the ground for the memorial will start the fulfilment of an idea originated by the Poor Richard Club in 1927.

* * *

Again Heads Peoria Club

Elmer Jolly was re-elected president of the Peoria, Ill., Advertising Club at its recent annual meeting. Carl G. Johnson was re-elected vice-president. D. W. Downs was made secretary-treasurer and George A. Lyon, Jr., associate secretary.

* * *

Elected by San Antonio Club

Henry Menger, advertising manager of the *Southern Messenger*, San Antonio, Texas, has been elected vice-president of the San Antonio Advertising Club, to fill the unexpired term of Norman L. Huffaker.

The Little Schoolmaster's Classroom

THE Class and George Eastman will be interested to know that a famous Eastman slogan has been adopted and applied by a manufacturing concern rather far removed from the camera business; and perhaps many Class members may find in these remarks a new use for photographs.

The Worthington Pump and Machinery Corporation—in the person of John F. Grace, condenser engineer at the Harrison Works—urges its sales and service men to "Kodak as you go." And for two reasons.

First, and most obviously to advertising men, installation pictures are highly useful in advertising. They are useful, also, in salesmen's portfolios.

The other reason is less obvious. Installation pictures have saved time and expense in cases of mechanical trouble. For example, not long ago a dry vacuum pump was installed in a power plant. A little later, the power company, having tried to put the pump into operation, found that the semi-rotative valve refused to semi-rotate, and asked, of course, that a Worthington man be sent from headquarters to make medicine.

Instead of sending a man, Worthington engineers studied the installation photographs. They bent their scrutiny upon linkages and connectors and discovered that certain of the mechanical prepositions had been transposed. Then they telegraphed to the power company; and before long the power company wired back: "O. K. now and thank you."

Thus Worthington has been convinced that field photographs help insure good-will.

* * *

The Schoolmaster assumes that many an advertising man, assigned to advertise a product, has set the thing on his desk and searched it for advertising angles—and, very often, with mental travail. There it stands, alone and challengingly conspicuous. But what in tarna-

tion is a fellow to write about it?

Consider corks. Now that they have ceased to pop (or have they?) there doesn't seem to be much that can be said about them. Suppose, for instance, that you were to write a cork advertisement addressed to druggists. In the center of your desk, you install a sample. A cork. It's a good cork. You know the quality of its material. You've seen the cork—this very cork—manufactured. It's close-grained, air-tight and liquid-tight.

What shall you say about it to the druggist? Shall you romanticize, and drag him to far-off Java—or wherever it is that cork originates—and show him corks corking? Likely that would be fun, for you if not for the druggist; but it wouldn't sell many corks.

You fish your pockets, absently—and encounter another cork. Absently, you set it down on your desk beside the other one.

And straightway you write your advertisement. Like this:

Any two are twins! Every cork in the Armstrong sack is the same in size, taper and quality. . . . You save valuable minutes when you use Armstrong Corks. No more time out to find the cork that fits. . . . When you receive your next sack of Armstrong's Corks, pour them out on your counter. Pick up any two of them at random. They'll be twins! Try it again and again! The whole sack meets each rigid requirement of the Armstrong guarantee. . . .

And thus, from a sack of Armstrong's corks—and from current Armstrong advertising in the druggists' publications—we may extract some such moral as this: For new angles, study your product in pairs and in groups.

* * *

The hot wave which is just showing signs of leaving as the Schoolmaster gets up to address the Class, serves as an emphatic reminder of the fact that this summer, of all summers of the last

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All hours of the day as well as night, this raised glass orange-letter sign tells motorists where to buy Lee Tires.



**DAY and
NIGHT . . .
It brings
together
the SELLER—
the PRODUCT—
the BUYER!**

TO secure the strongest "cash-in" . . . from interest aroused by newspaper or magazine advertising . . . use Flexlume signs to electrically feature your trade-name, trade-mark, or both—right over your dealers' doors.

Flexlumes have been proved to actually sell. The American Oil Co., refiners of Penn Drake gas and oil, advises: "We recently closed a \$6,500.00 order solely on impression of our Flexlume raised electric." **the quality glass letter**

Gulf Refining, Goodyear, Nunn Bush, Socony, Postal Telegraph, Friedman Shelly—just a few of the hundred or two prominent concerns who are building prestige with Flexlume electrics. They know that Flexlume's million-dollar financial responsibility assures dependable service.

Let us submit color sketch . . . no charge or obligation. Write FLEXLUME CORPORATION, 1067 Military Road, Buffalo, N. Y.



An unusual man is available

Every now and then you run across an agency man whom you'd hire at once for copy or contact or both—were he available!

Here is a man like that—who can be had. His proof-book tells a real story—unusual creative ability—"big agency" training—a thorough knowledge of detail, production, art, photography.

He's done a good deal of contact work—successfully. Any client will welcome his pre-agency experience in selling and merchandising. He's a likable man whom you can place in charge of an account and depend upon getting a good job.

Got a bad break in his last connection, but learned a lesson. This man is a "find." You can't lose by giving him an interview.

Write today to

"M," Box 118, Printers' Ink



To make the files of the Printers' Ink Publications more accessible we sell binders at cost. The Weekly binder holding seven to nine copies \$1.25, postpaid. Monthly binder holding six copies \$2.00, postpaid. These binders are an attractive addition to any desk or library.

Printers' Ink Publications
185 Madison Ave. New York

ten years, calls for careful planning to lessen the braking effect that hot weather always exerts on business. Here is a story that may contribute at least a mite:

The story appeared in the "Smith-Corona Sales News," house magazine of the L. C. Smith Corona Company. It was told by Vern Priser, of Priser's Type writer & Office Supply Co., Tucson, Ariz. Be it said, by way of explanation, that Tucson's average temperature for June, July and August is somewhere in the neighborhood of 86 degrees—and that means lots of heat if the Schoolmaster understands averages.

"During the months of June, July and August," says Mr. Priser, "sales are always at their lowest ebb. Because of the hot weather in Tucson, which causes many people to spend the summer away from home, conditions are usually worse here, from the standpoint of sales, than in many other places. But regardless of this fact, we have found a way to hold our sales up to par during these months."

How does Mr. Priser do it? His explanation sounds so trite that one might be excused for passing it by if it weren't for the fact that it actually works. Says Mr. Priser: "We have found that by increasing our efforts during the hot months our sales are usually in keeping with the efforts expended. We beat the summer slump by following up all prospects more vigorously, by circularizing more frequently, and by increasing our advertising."

* * *

Your Schoolmaster holds the opinion—and perhaps he has touched upon the matter before—that the most uncertain of all doubtful forms of so-called advertising is so-called free publicity. Quite often, the results of the eery relationship between press agent and publisher is rather funny. For example, consider the press-agentry of the theater.

Recently, a certain metropolitan movie house booked, as the hot spot for its stage show, a certain ex-hostess and ex-proprietress of night clubs, a woman who, thus far, seems to have spent most of

PROMPT NEW SERVICE

ON ENGRAVED *PARAZIN PLATES

Engraved plates ready for the printer are promptly available now. No finished drawing is required if your color sketch is accurately made.

There are three kinds of Parazin printing plates. Parazin "A" is type high. Parazin "B", for use with patent base. Parazin "C," a canvas back plate for large area work ready to be mounted on wood. Specify which kind when ordering.

Estimates given on receipt of color sketch.
Minimum charge \$1.50
f.o.b. Rochester, N. Y.

*A new improved non-metal printing plate that will do anything a zinc plate will do and has a greater affinity for oil and water color printing inks. Further information on request.

PARAZIN

PRINTING PLATE
COMPANY, INC.

TERMINAL BUILDING ROCHESTER, N. Y.

May 15, 1930

May 15, 1930

SEEKS CONNECTION OUTSIDE DETROIT

Executive employed by well-known agency desires connection either in New York or Chicago with organization handling diversified accounts. Is thoroughly equipped for any phase of advertising agency work. Has a successful record of long standing as a producer. Opportunity to prove worth of greater consequence than remuneration at start. Address

"N," Box 119, Printers' Ink

WANTED *Editor for* HOUSE ORGAN

Young man with demonstrated ability to take complete charge of editing house-organ and to assist in new business development of large progressive Cleveland manufacturing firm. Must be able to write forceful, interesting and convincing copy; have thorough understanding of type and layout and be familiar with printing costs. The man we are seeking must possess sound judgment, initiative and ability to work co-operating with others. Good salary to start and excellent possibilities. In reply, state age, nationality, schooling, experience since leaving school, present connection and average earnings past five years. All replies will be treated with utmost confidence.

Address "Q," Box 261, Printers' Ink

SALES MANAGER

*Satisfied but not
Satisfied enough*

I am looking for a connection where I can put my years of selling and sales promotion experience to full advantage, demonstrating to a sales force why I have made a recognized success.

University trained, single, 38 years old. Present income \$10,000 a year. Able to make fairly substantial investment. Address "R," Box 262, Printers' Ink.

her life in the public prints. There was a show to draw crowds; there was copy ready-made for the theater's press agent.

During the week of the engagement—by pure coincidence—a racketeer and his wife stepped into an elevator in an apartment house, en route home. Before the car could start, however, two earnest young men, bearing guns, barged into it and shot the racketeer quite completely dead. Then they walked out of the building, climbed into a roadster, and hurried away—perhaps on another assignment.

The racketeer's sudden widow, held by the police as a material witness, was interviewed right promptly by the reporters. One of the questions they asked her was where she had been during the hours immediately preceding her late husband's precipitate end; and she told them.

Hot off the presses, the immediately ensuing editions printed the widow's statement, in the course of which they quoted her as saying:

"In the evening I went to the ——" (and she named the theater) "to see ——" (and she named the former hostess of night clubs).

Well, that was interesting—but not entertaining, apparently, to the theater's management, nor even to its press agent. For, twenty-four hours later the widow's account had been de-quoted and laundered to read:

In the evening, she and her husband separated, he to attend to some business and she to go to a place of amusement.

Place of amusement. There's euphemism for you. However, the Schoolmaster wonders how many readers of it, not having seen the original version, assumed that she whiled away an hour or so in a shooting gallery. * *

Allyn B. McIntire of the Pepperell Manufacturing Company recently addressed the National Association of Cotton Manufacturers. Mr. McIntire was talking about the need of finding out what the consumer wants to know about a product.

"Women aren't interested in our

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Magazine Appropriations

The 150 largest magazine advertisers spent \$108,611,203 in eighty-nine magazines during 1929.*

98.42% of this total or \$106,896,454 was bought by 145 advertisers subscribing to *Printers' Ink Weekly*

\$102,696,683 or 94.56% of the amount was expended by advertisers subscribing to *Printers' Ink Monthly*

A circulation analysis giving the individual names and executive titles of the 1,695 readers in these 145 organizations subscribing to Printers' Ink will be shown on request to those interested.

Printers' Ink Publications
185 Madison Ave., New York, N. Y.

*Figures compiled by the Denny Publishing Co.
This list appeared in *Printers' Ink*, Jan. 23, 1930.

Advertising— Sales Promotion

Changes within a large Eastern manufacturing organization require my seeking a new connection shortly. Trained in advertising, sales promotion and editorial work, I can bring to an Eastern manufacturer an experience that will well repay the investment. Good organizer, pleasant personality. Protestant, 38 years of age, married. Can furnish interviews immediately. Prefer Middle Atlantic States. Address

"D," Box 112, Printers' Ink

Self-financing Business DEVELOPER

Seeks Agency Where Accounts are Fairly Valued

Seasoned agency solicitor seeks well-financed, fully recognized, gentle service agency in New York to clear business; basis 33½ for getting, or 50% for getting, serving and contacting; with future profits shared if connection is broken. Need only office, phone and stenographic service. Have interesting plan-approaches 500 first-credit advertisers. Clear contract required. Address "L," Box 117, Printers' Ink.

Producing the Advertising Portfolio

In producing an advertising or sales portfolio, it should be possible to use color and plenty of illustrations—even large ones—with excessive cost. This can be done if the portfolio is produced by the "Photooffset" process. Developed to meet the need for small quantity production in one or two colors at a reasonable unit cost. Write or telephone for samples and additional information.

JOSHUA MEIER

11 West 42nd Street New York
Pennsylvania 5375

mill," Mr. McIntire told the cotton manufacturers. "They don't care whether we dream our products into existence or whether we weave them on a tenter frame. No woman ever bought a party dress. She buys a dress for a party. Women don't buy cold cream. They buy a good complexion. Women don't buy colored sheets. They buy a luxurious surrounding in their bedrooms—a Queen Elizabeth sort of feeling. No woman buys an article of merchandise. She buys what the thing will do."

* * *

Many companies in related fields are busily engaged in working out similar ideas. When two or more of these companies merge and pool their development work, it frequently happens that the idea is brought to the point where it is ready for sale more quickly than might otherwise have been the case. Sometimes a better product is another result of the merger.

An instance in point comes out of Standard Brands Incorporated. Recently, the Schoolmaster noticed, in a bakers' trade publication, an advertisement featuring Fleischmann's Baking Powder. He was fairly certain that Fleischmann, before it was brought into the Standard Brands merger, had not been making a baking powder, and he made inquiry to check up on the point. A letter from Standard Brands supplies the following information:

"Quite some time ago, Fleischmann realized that a uniform cake leavener of outstanding merit was as important to the baking industry as high grade uniform yeast. The Royal Baking Powder Company had been working independently along the same lines. When the two companies merged, the experiments and ideas which had

SALESWOMEN WANTED

A successful organization of national importance, 70 years' standing, has three vacancies for capable men with selling ability. Only men with local connections who have been accustomed to earn \$5,000 per annum need reply, stating in detail experience, contacts, etc.

D. F., Box 106, Station F., New York City

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Toronto
New York

een carried on separately were checked over and the result is what they don't now call Fleischmann's Baking powder.

"This is a baking powder manufactured specifically for bakers."

Western Publisher Transfers Paul Reed to New York

Paul Reed, formerly Los Angeles representative of *Western Building Forum*, and *Western Homes and Gardens*, both published at San Francisco, has been transferred to New York where he will present these publications.

N. K. Wakeley with William J. Grover Agency

N. K. Wakeley, formerly with *Pic-
orial Review*, New York, has joined the copy and production department of the William J. Grover Company, Lima, Ohio, advertising agency.

G. H. Mills with "Christian Herald"

Gordon H. Mills, formerly with Paul Block, Inc., has joined the staff of the *Christian Herald*, New York, as an advertising representative.

Food Chain Store Merchandising, New York, has changed its name to the *Food Chain Store*.

DO YOU USE DISTRIBUTING OR SAMPLING

If so, investigate at once this new improved method of placing your advertising matter right ON the knob in DOOR-KNOB ENVELOPES

(Patent Pending)
Send for Samples
and Prices!

CHANIN, Inc., Sales Distributors, 276 W. 43d St., N.Y.

FREE LANCE COPY—PLANS IDEAS

Now serving several New York Agencies and Printers. Reasonable.

"J," Box 116, Printers' Ink.

ARTIST or ART DIRECTOR

High-grade artist-colorist, fine layouts, ideas. Very versatile, handle any medium, thorough knowledge of reproduction, fast, enthusiastic, adaptable, with more than average executive ability. Will take part or full time with reputable agency or any firm needing such a man. Has something unusual to offer.

Address "T," Box 263, Printers' Ink.

REGISTER NOW!



Now is the time to get the Standard Advertising Register — the Red Book. Register right on the dotted line and the Service is yours.

The Standard Advertising Register is a thoroughly dependable Service giving you the essential details about National Advertisers and Advertising Agencies. Our large force is constantly busy with revisions. We aim to keep abreast of the current changes. There is no Service so thorough or complete. Write our nearest office.

Quit Guessing - Get the Register !!

National Register Publishing Company

245 Fifth Ave., New York

140 So. Dearborn St., Chicago

7 Water St., Boston

Russ Bldg., San Francisco

Chamber of Commerce Bldg., Los Angeles

GIBBONS knows CANADA

J. I. GIBBONS Limited, Advertising Agents
Toronto Montreal Winnipeg Vancouver Hamilton London, Eng.
New York Office 2152 Granby Bldg., Thomas L. British Manager for United States

Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75
First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

FREE 15,000 copies of brand new different, and valuable advertising directories. Get yours today. American Advertising Agency, 4011 Lewis, Toledo, Ohio.

PUBLISHERS

An established successful publishers' representative is open to add another trade publication. Eastern territory, with headquarters in New York. Box 933, P. I.

WILL FINANCE ADVERTISING AGENCY or form new agency with man who can produce business. Box 934, Printers' Ink.

Advertising Representative or executive with publishing experience and a few thousand dollars can obtain important interest with salary for services in national publication in live, rapidly growing field. Established 2 years and just in black ink. Box 935, Printers' Ink.

FOR SALE: 200,000 ACTIVE MAIL-ORDER BUYERS, all men, interested in hair scalp treatment, also 22,000 women customers, interested in beauty, all on stencil plates.

New York mail-order house terminating business is disposing of all its live names and equipment.

For further information write Box 954, Printers' Ink, or 'phone Algonquin 0600.

WANTED—A PARTNER

Partner wanted with \$10,000 or over cash. By well-established business publication, now doing gross business of \$200,000 a year. Partner must be man qualified to take charge business and office management. Other qualities desired—integrity, congeniality, ability. Between 30 and 40 years of age. Write, giving complete experience. Box 947, Printers' Ink.

BASIC OPPORTUNITY—I have a quality article selling in department, drug and certain specialty stores. Repeats 3 to 8 times a year. Protected patent rights carry powerful selling story. T-M reg. U.S. A clean business free from debt.

The situation needs advertising and distribution preferably by a concern already reaching department and drug stores.

The arrangement may choose to include the man as well as the product. He has been seasoned as an executive engaged to cover emergency conditions, and has been found a builder of values. Unusual training, experience, and personal address make him as valuable in adversity as in success.

The offer of this tested product culminates several years' work; naturally I shall be grateful for sufficient information to help judge where to place it, and to help avoid shopping around. I will give every courtesy, including the respect of utter confidence to your letter. Box 938, Printers' Ink.

CONTACT EXECUTIVE (Direct Mail) IN THE PACIFIC NORTHWEST, plant which has been working for some years with advertising literature is now ready for further expansion. It is planning to render a creative service that will be outstanding in its field. Only a man of unusual energy and ability will be considered—one who by his record and experience is entitled to, and will not be satisfied with less than a substantial interest in the business. Box 935, P. I.

EMPLOYMENT SERVICES

MARGUERITE TODHUNTER

Executive Placement—Art Trades, 112 W. 42nd St. Hrs. 11-2. Wia. 3372. Studio Mgr., agency exp., \$75. Expert copy writer under 30, to \$6,000. Artist (fast)—Men's Fashions, to \$60. Art Director—Printing, open. Arch. Draftsman—Free lance. Space Salesman—Trade Paper, \$55 up. These openings are in Christian firms.

Muncy Placement Service

Specializing in Advertising Personnel

Elizabeth Muncy for ten years in charge of the Employment Bureau of AAAA. Her personal attention to all placements. 280 Madison Ave., New York Caledonia 2611

Many Desirable Openings Listed with

● WALTER A. LOWEN, Pres. •

Vocational Bureau, Inc. (Est. 1920)
ART DIRECTOR—Leading Mid-West 4-A, under 35, \$7,500-\$10,000. **COPY MEN**—young, brilliant, for N. Y. 4-A, good agency experience, \$5,000 to \$7,000. Christians. Personal confidential interviews, 9-2. Register Free. Placement fee less than 2% of yearly salary. 105 West 40th Street, New York. PENns. 5339.

HELP WANTED

MONOTYPE COMBINATION OPERATOR, accurate, who can keep machines in good order. Box 931, Printers' Ink.

AN OPPORTUNITY

An aeronautical magazine covering Latin America offers an exceptional opportunity for advertising salesman in New York and Eastern points. Give experience, references, etc. Box 930, Printers' Ink.

YOUNG ADVERTISING MAN to work under expert supervision in the fastest-growing division of one of the country's largest manufacturing organizations. An excellent opportunity for advancement for a man who likes hard work and has an eye to the future. Location within 75 miles of New York City. Box 935, Printers' Ink.

PURCHASING
Company offers Purchasing Agent. State results held in strict confidence.
Young man who can present representatives; very aggressive prospects. Fair opportunity.

PRINTING
Part-time sales appraise customer. Work can be possibly not requiring week. Assignments with wide expense in costs. Present conditions.

We're a Line
So we've got our battoning order. Right now we're in demand and a good market to make up. Unpriced photo album. New York associate. Outer garden doorbells. In the products qualities him who later is C. the energy make some for us on If you have us a line.

Wanted
Chance now will be known to exist to line of graduation of success will be able to let us all experience.

ADD

Sub
Large, little Street.

Business—
Experience with excess newspaper mission.

PURCHASING AGENT—Chain Grocery Company offers excellent opportunity to a Purchasing Agent of experience and ability. State record fully. All replies will be held in strict confidence. Box 939, P. I.

Young man with advertising experience who can prepare sales manuals for representatives; write copy for advertisers and aggressively follow limited number of Al prospects. Fair salary to begin. An unusual opportunity. Promotion, Box 944, P. I.

PRINTING COST ESTIMATOR
Part-time service of estimator desired to appraise cost of promotional material. Work can be done at home and will probably not require more than one hour a week. Assignment will be given to man with wide experience in estimating printing costs. Work will not interfere with present connections. Box 952, P. I.

We're a Little Weak in the Outfield!
So we've got to add another name to the batting order that will round out the team. Right now we've got the plant, the equipment and all the necessary inside talent to make us one of the best moderate-priced photographic and art studio in New York. What we need is a "selling associate"—a regular fellow to "patrol the outer garden." Not a hired man to ring doorbells—but a man whose experience in the production of advertising literature qualifies him to sell pictorial ideas—a man whose chief interest from 9 to 5 (or later) is Creative Selling—and who has the energy and sparkle and ingenuity to make some real money for himself and for us on a liberal profit-sharing basis. If you have Big League possibilities, drop us a line. Box 932, Printers' Ink.

Visualizer, Layout Artist—crisp ideas, sophisticated layouts; unusually good man; New Yorker; go anywhere. Box 943, Printers' Ink.

LETTERING—DESIGN—LAYOUT
Work of individuality and character. Part or full time. Reasonable salary. Box 948, Printers' Ink.

COLLEGE MAN wishes to enter advertising agency or department to learn business. Has brains and not afraid of hard work. Excellent references as to ability and character. Salary of no great importance. Box 940, Printers' Ink.

YOUNG MAN, who knows advertising, seeks location with newspaper—adv. dept., in city less than 75,000. Married. Two years dept. store adv. mgr. Now with large M. O. house. Writes good sane copy, . . . attractive layouts. Box 937, P. I.

Publishers' Representative—Have New York office. Well known and connected in agency field and advertisers. Young woman—experienced business producer—open for suburban newspaper or magazine. Salary and commission. Box 949, P. I.

ARTIST

First class letterer desires position with a well established house. Salary or freelance basis. Ten years' experience as a letterer in all branches of advertising. Box 946, Printers' Ink.

COPY WRITER who is splendid layout man; national, mail order, direct mail outstanding experience with largest accounts; accustomed to handle difficult problems without supervision; New Yorker; go anywhere. Box 942, P. I.

ADVERTISING MANAGER
would like to hear from reputable mail-order house, or manufacturer, wholesaler. Over 10 years' experience. Sales correspondence, copy layout, merchandising, marketing. Box 941, Printers' Ink.

COPY!—LAYOUT!

A young man, 25, who has had five years of exceptionally broad experience in advertising, who can write good, selling copy and create unusual layouts, desires a position with a progressive company. Box 951, Printers' Ink.

PROVEN ADVERTISING SALESMAN—employed at present in the display department of one of New York's foremost dailies. Twenty-five, married, university trained, five years of selling, merchandising and copy writing experience—desires to settle in a smaller community. Highest recommendations from present and former employers. Box 945, Printers' Ink.

YOUNG MAN, 26, seeks a position in which he may with hard work and the demonstration of his ability develop into a printing and advertising executive. He has had several years printing and advertising experience: two years as assistant superintendent and layout man, three years as advertising contact man on large city daily. Studied printing production and layout at Carnegie. Now doing research in color and advertising at University of Chicago. Available after June 15. Box 936, Printers' Ink.

COPY WRITER

young, enthusiastic

Wanted by a Leading Southern Agency

Chances are the man we seek is now with some Eastern agency—but he knows enough about the Southeast to want to grow with that section of the country. He's a college graduate, probably around 28 years of age. Moreover, he's a friendly cuss who values a congenial connection. The man we employ must be able to write blooded good copy—the letter of application will tell us all about himself, as well as his experience.

Address: Advertising Agency
P. O. Box 1858, Atlanta, Georgia

MISCELLANEOUS

Sublet Studio Space

Large, light and cool. On 35th Street. Call Wis. 8959.

POSITIONS WANTED

Business-Getter Wants New Connection
Experienced young advertising woman with excellent sales record—magazine, newspaper or agency. Salary and commission. Box 950, Printers' Ink.

May 15, 1930

May 15, 1930

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Covering the Big Textile Mills

If the work of the textile mill is to be of a uniformly high standard, it is necessary to maintain a constant humidity in all departments. Hundreds of miles of piping, thousands of humidifier heads, central air conditioning systems, blowers, ventilators, fans and filters see to this. Belting, motors, fire extinguisher equipment and hundreds of other items of piping and air conditioning are purchased each year both for new construction and replacement.

Textile mills annually consume more than nine million tons of coal, nearly two million barrels of oil and thousands of tons of coke. The heating equipment which uses

this vast amount of fuel costs millions of dollars.

Important as the market represented by textile mills is, it is only one of the industries represented by readers of HEATING, PIPING and AIR CONDITIONING that go to make up a large, specialized, concentrated market for such equipment. If you wish to reach the engineers in the big textile mills who are in charge of heating, piping and air conditioning, and the same engineers in other industries, you must use the only journal which serves, to the exclusion of all other subjects, their technical needs and interests.

1900
Prairie
Ave.

**Heating·Piping
and Air Conditioning**

Chicago,
III.

May 15, 1930

D**EPARTMENT STORES USED 74,210**

MORE LINES OF ADVERTISING IN

CHICAGO NEWSPAPERS DURING

THE FIRST FOUR MONTHS OF 1930

THAN IN THE SAME PERIOD OF LAST

YEAR. 76% OF THE GAIN, OR 56,378

LINES, WENT TO ONE NEWSPAPER

ALONE—THE CHICAGO TRIBUNE.

Chicago Tribune**THE WORLD'S GREATEST NEWSPAPER****Total Average Circulation, April, 1930:****846,108 Daily; 1,116,031 Sunday**